



**We are the new
generations
of entrepreneurs**

Annual Review 2021

WORKING TOGETHER TO BUILD ENGINEERED STRUCTURES THAT ARE CHANGING THE WORLD AND WHICH WE CAN BE PROUD OF.

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.

Permanently entrepreneurial



Antoine Metzger,
Chairman



Jean Bernadet,
Chief Executive Officer

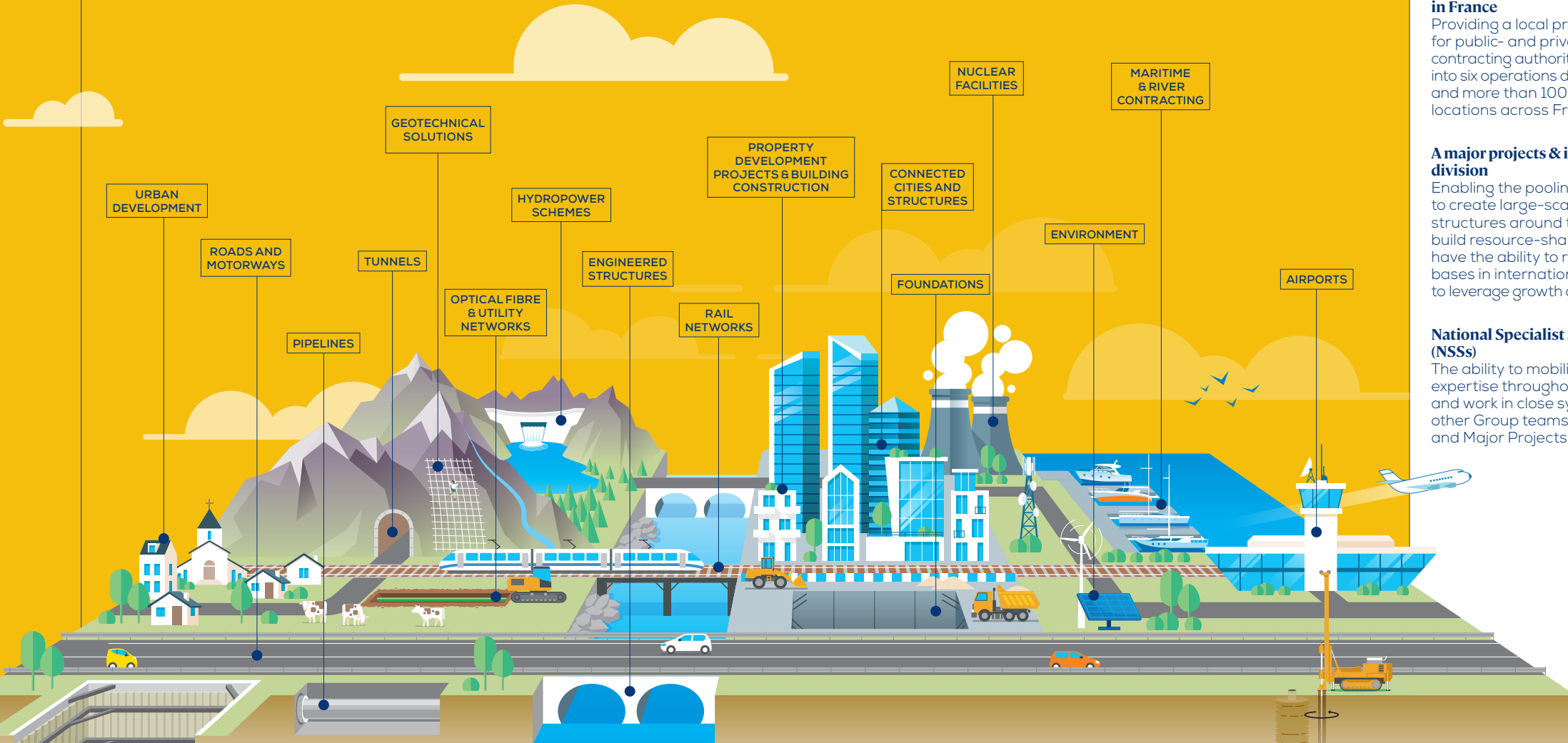
2020 revealed the very best of NGE: the solidarity shown by our teams and the robust resilience of our business model, both of which proved a powerful defence that enabled us to 'save' our year and report annual revenue slightly down on the previous year at €2.4 billion, accompanied by a very marked reduction in debt. By May of the year, work had resumed on 100% of our worksites, with one absolute priority: the health and safety of our people. By the second half of the year, we had already generated 60% of our total annual revenue, and were employing more than 14,000 people. Our strong order book gives us excellent forward vision as we continue to develop our business. As a result, we are leaving our ambitions for 2025 unchanged with targets of €3.5 billion in annual revenue and a workforce of 20,000 people.

We will be intensifying the synergies that already exist between all our core businesses, and bringing in new expertise that will strengthen our offer, give us a strong presence at every link in the construction industry value chain and fully meet the expectations of our customers. The creation of two new activities in 2020, one dedicated to smart cities (NGE CONNECT), the other to real estate development (NGE IMMOBILIER), demonstrates that we are continuing to build strong positions in new growth areas. The French national economic recovery plan offers many opportunities, and we will be the first to position ourselves on new projects that benefit the economy, employment, ecology... and other key aspects of society. We will also be integrating CSR even more intensively at every level of our business.

We are fortunate to be part of an industry that creates infrastructures essential for connecting people. We must build responsibly and sustainably on our privileged position by providing leadership by example and inspiring future generations.

**Antoine Metzger
and Jean Bernadet**

Our key areas of expertise



AN ORGANISATION STRUCTURED FOR GROWTH

Thirteen multi-expertise regions in France
 Providing a local presence for public- and private-sector contracting authorities, structured into six operations departments and more than 100 regional locations across France.

A major projects & international division
 Enabling 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)
 The ability to mobilise specialist expertise throughout France, and work in close synergy with other Group teams in the 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 at end 2020

Annual revenue
€2.4 bn

7.3%
 EBITDA/REVENUE
 ratio up on 2019

€93 m
 invested in plant
 & machinery

Occupational
 accident frequency
 rate
a 50%
 reduction in 5 years

Order book
€4 bn

8,000
 employee
 shareholders
X2 the number
 of employee
 shareholders has
 doubled in 5 years

**SINCERELY
COMMITTED**



Taking action on inclusion

NGE has signed a partnership agreement with the French Voluntary Military Service (SMV) scheme, under the terms of which it will provide training in construction trades to around 30 young people leaving the scheme over a three-year period, and offer them jobs with the Group on successful completion.

As part of the French government's 'One Young Person, One Solution' programme, NGE is training ten young people from the Arles region, who will be offered jobs by construction companies in the region - including NGE - on successful completion.

The aim of this training programme is to ensure that these young people leave the scheme with the road/urban infrastructure block laying (road & utilities bricklayer) qualification. Launched in February 2021, this programme was run in close collaboration with local employment agencies and the Arles region Chamber of Commerce and Industry.

MORE WOMEN ON OUR WORKSITES

Goal:

X2

in two years
the number of
women in worksite
supervisory roles

84/100

2020 gender
equality index

◀ In May 2021, members of the 'un jeune, une solution' initiative completed a worksite safety module at PLATE FORME, the NGE in-house training centre.

Environment

NGE is proactive in its commitment to reducing the environmental footprint of its business, and is launching a very broad range of initiatives to deliver on its goals:

4%

year-on-year reduction in greenhouse gas emissions

a hybrid vehicle fleet, reduced engine idling times, using eco-materials, investing in performance upgrades for

energy-intensive buildings, recovering and recycling non-hazardous worksite waste, etc. In May 2021, the Group further extended its plant & machinery greenhouse gas emissions monitoring system by fitting its leased fleet with an engine idling time measurement system.

NGE is committed to reducing its greenhouse gas emissions by 4% per year between now and 2030 to comply with the Paris Agreement goal of containing the increase in global temperatures to below 2°C.



▲ This innovative rock face retention system for use in forests received an award at the INNOV DAY TP in May: an economical and eco-friendly alternative to traditional solutions.

15 stationery materials recovery facilities

Eventually, every region will have one. NGE intends to set up similar centres for all its French entities, and spin them off under the REVAMA brand.



▲ The waste recovery platform in Martignas-sur-Jalle was one of the first in the Group. This image shows concrete crushing operations.

The New Generations endowment fund

In June 2021, the NGE endowment fund invited employees to submit a favourite environmental or educational project with the aim of encouraging and rewarding socially supportive commitment through the provision of financial support.

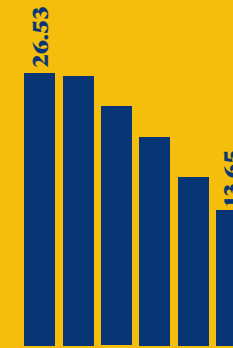


Health & safety

Injury Frequency Rate⁽¹⁾ at end 2020

The Group has set itself the target of reducing its occupational accident frequency rate to below 10 by 2022.

(1) The frequency rate is the number of lost-time injury accidents per million hours worked.



The frequency rate for 2020 was:

13.65

Representing a **50%** reduction in 5 years

Road safety: The NGE commitment

On 25 June 2021, Group head office hosted a road safety day for more than 300 participants. On the same day, NGE signed the French National Appeal of Employers Committed to Employee Road Safety at a ceremony attended by Denis Mauvais, Deputy Prefect and Chief of Staff of the Bouches-du-Rhône Police Force.



▲ Driving simulator.

Safety days

In the first half of the year, all NGE entities in France and abroad held safety days featuring conferences, workshops and meetings. These one-day events provide the opportunity to focus exclusively on the essential issue of safety, and remind everyone of the safety basics we must all take on board and share.



▶ Safety day hosted by the Auvergne Rhône Saône Region in July 2021.

PASSIONATE ABOUT PEOPLE



Taking action on training

With 2,000 new people recruited by the end of June 2021, NGE's confidence in the future remains intact, and the Group is still targeting a workforce of at least 20,000 by 2025.

PLATE FORME, the Group's in-house training facility and official Apprenticeship Training Centre, trains people to work in all Group core businesses. Despite the health crisis, a number of qualification-based training programmes began in 2021, including those for formworkers, pipelayers and road & utilities bricklayers. Future plans include a professional Site Supervisor qualification to raise the profile of this pivotal operational role.

Quality of Work Life

Convinced that the performance of any company depends on its employees feeling fulfilled and valued, the end of September 2021 will see NGE launch its third Quality of Work Life survey.

NGE, the company of choice for Millennials

For the second consecutive year, those aged 25 to 35 saw NGE as embodying the values important to them, and those they look for in a future employer (size of company, teamwork, quality work life, etc.).



Figures
at end 2020

4,270
trainees

82,000
hours of training
delivered
by PLATE FORME

300
mentors

The first
CFA graduates

11
Civils technicians
trained as
formworkers

Approximately
94%
of trainees would
recommend NGE
for internships,
work/study
training or
a VIE international
internship

Happyindex'
Trainees

SERIOUSLY ADVENTUROUS



Paving the way

By mid-May 2020, work had resumed on 100% of NGE worksites in strict compliance with demanding health protocols. The experience gained by the Group on the four project worksites identified by the French government as crucial for restoring essential infrastructures (including reopening the Vierzon-Orléans rail link and safety work on the Sèvres rail embankment) helped all the Group's teams gradually return to work.

The Group was in high demand to intervene in crisis situations, including in the Roya Valley following its devastation by storm Alex, where our teams worked tirelessly for seven months so that rail traffic could resume on the Nice-Breil-Tende line at the beginning of May 2021, and more recently, to stabilise the LGV Est high-speed line embankment at Lupflenmatt.

▶ Scan the code to watch the video *Un jour dans la nuit*



◀ Work on upgrading the Côte Bleue rail link between l'Estaque and Carry-le-Rouet began during the health crisis, and was delivered on time to enable the line to reopen on 25 April 2021. This project provides a superb demonstration of why the NGE multi-expertise model (foundations, rail infrastructures, civil engineering, etc.) is so effective and powerful.



▲ TSO's Kirow crane at work lifting the beam that had fallen and blocked the tracks at the Gare d'Austerlitz in Paris. This high-impact operation was carried out alongside the teams of SNCF Réseau.



▲ Consolidating the eroded embankment at Fontan, which supports an SNCF structure: a 70-metre blind arched wall carrying the railway link from Breil-sur-Roya to Tende.



▲ May 2021: safety work to stabilise the Lupflenmatt embankment on the LGV Est high-speed line following a landslide in 2020.

In our Regions... synergies, contract renewals and new contracts

The Regions performed well in 2020 thanks to their substantial order book and contract renewals. Synergies with the National Specialist Subsidiaries are intensifying, and operations to improve environmental performance and living environments are becoming increasingly the norm, with soft mobility routes, habitat remediation, ecological continuity, infrastructures to facilitate the development of green energy, water storage reservoirs, demolition and materials recycling, landscaping projects, etc.

▼ As part of the Le Havre offshore wind farm project, Haropa-Port du Havre awarded the maritime works contract for the Hermann du Pasquier quay to the 100% NGE consortium in February 2021.



▼ Development work to the Dardennes dam to adapt the structure to today's climate and energy constraints by widening the spillway and installing a micro-hydropower plant.

CREATION OF NGE CONNECT



▲ Port Cogolin Moreno goes 'smart' with NGE CONNECT.

Our new subsidiary NGE CONNECT is supporting and facilitating the regional digital transition with its specialist skills in high-speed and low-speed wireless networks for complex environments. Its work is also supporting and driving the growth of NGE Regions. For example, its project in the town of Vernon is a perfect demonstration of this synergy, with town centre renovation work being accompanied by the installation of a completely new infrastructure of smart networks, including retractable bollards and real-time management of parking spaces. Awarded in June 2021, its most recent contract involves installing new electronics in the water and power distribution points of Port Cogolin marina on France's Mediterranean coast to generate data which are then processed in a hypervisor system so that the marina operator can monitor actual water and energy consumption in real time.

Asset creation and operation

Funded projects are opening up new opportunities for growth, bringing together all of NGE core businesses and further expanding the growth prospects of the Group. The successes of 2020 make this point very strongly: the creation of a joint venture for the rollout of ultrafast FttH in the Liverpool City Region Combined Authority region, the creation of a SEMOP⁽¹⁾ to upgrade the private aviation airport at Salon-Eyguières, and the €333 million refinancing package for Alicorne, NGE's first motorway concession for the A88 between Falaise and Sées.

(1) *Société d'Économie Mixte à Opération unique* - A semi-public partnership formed for a specific public-sector project.

NGE IMMOBILIER

In summer 2021, following a call for projects issued by the Toulon Provence Méditerranée urban authority, NGE Immobilier was appointed as a member of the consortium contracted to develop the Sainte-Musse Business Park in Toulon. The project includes a health centre and a range of local services. In 2020, NGE Immobilier was also awarded contracts for a French Rugby Federation project in Pantin, and the construction of the Cyberplace office building at Cesson-Sévigné near Rennes. The new building is designed specifically to accommodate companies working in cybersecurity.



▲ The Arena Futuroscope project is progressing very quickly: the roofing and paving are now complete, and the interior fit-out has been underway since May 2021. The teams were visited by Thierry Breton, European Commissioner for the Internal Market, on 9 June 2021 to mark the reopening of theatres.

3 Public Initiative Networks (PINs) in France

As part of the France fibre rollout, NGE is involved in three Public Initiative Networks: two covering the whole of the Grand Est region (except for Moselle) and one in Hérault.



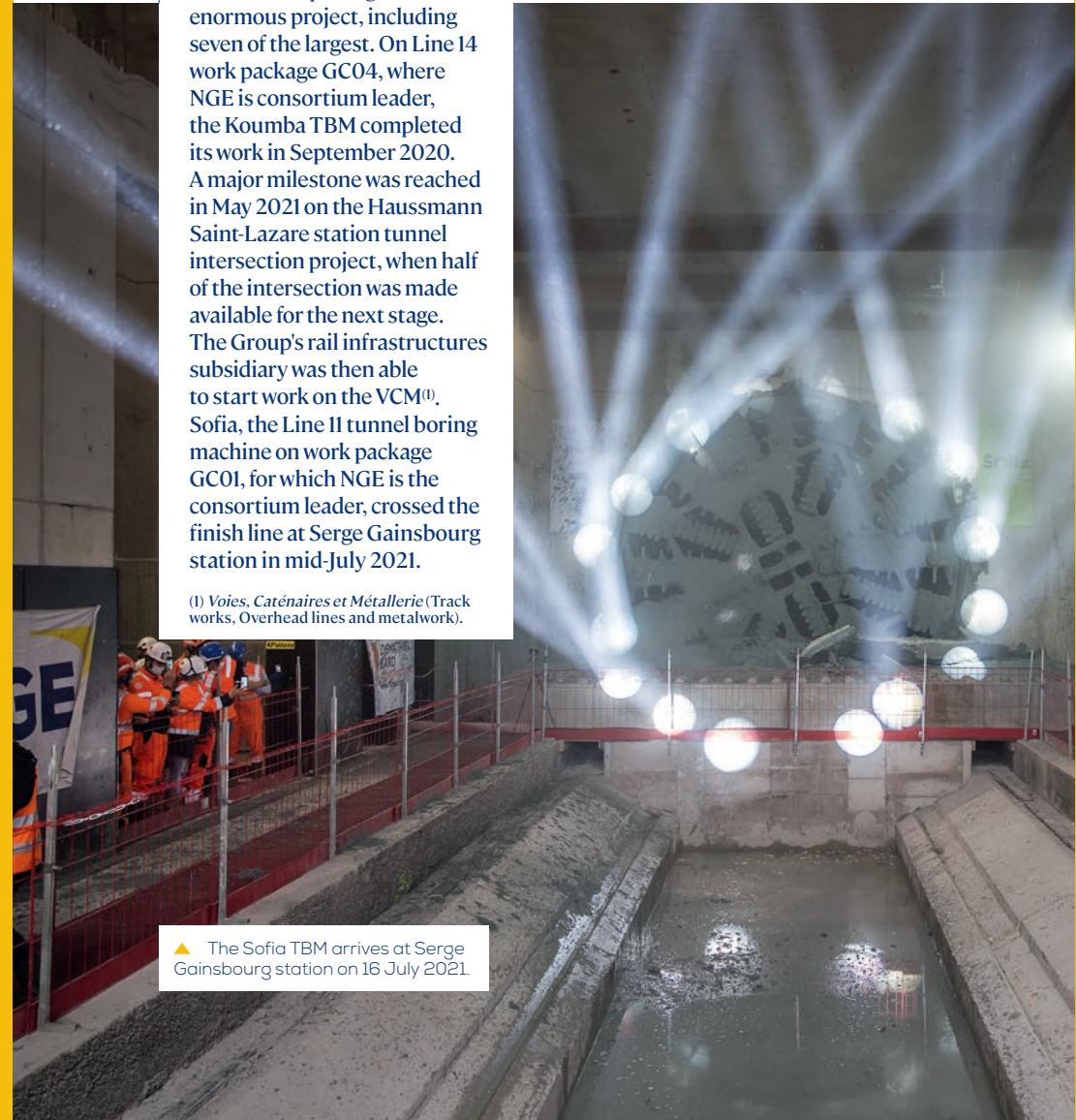
At the heart of Major Projects

Grand Paris Express

NGE is responsible for 17 work packages for this enormous project, including seven of the largest. On Line 14 work package GC04, where NGE is consortium leader, the Koumba TBM completed its work in September 2020. A major milestone was reached in May 2021 on the Haussmann Saint-Lazare station tunnel intersection project, when half of the intersection was made available for the next stage. The Group's rail infrastructures subsidiary was then able to start work on the VCM⁽¹⁾. Sofia, the Line 11 tunnel boring machine on work package GC01, for which NGE is the consortium leader, crossed the finish line at Serge Gainsbourg station in mid-July 2021.

(1) *Voies, Caténaires et Métallerie* (Track works, Overhead lines and metalwork).

▲ The Sofia TBM arrives at Serge Gainsbourg station on 16 July 2021.



Motorway and viaduct projects

Work on widening the A57 motorway near Toulon began in the second half of 2021 under the terms of a contract awarded at the end of 2020. The A63 and A16 motorway projects were both delivered during 2020. Work on the A10/A71 junction to improve motorway traffic on the outskirts of Orléans has reached the halfway point. Two viaducts are currently at the completion stage: one for the Château-Gontier bypass in Mayenne and the other as part of the upgrading and widening of the A10 motorway between Veigné and Sainte-Maure-de-Touraine to the south of Tours.



▲ Development work underway on the A10/A71 junction.



▲ The Mayenne viaduct.

The Lyon-Turin tunnel

Summer 2021: NGE is awarded the contract for work package 3 on the project to create a new rail tunnel beneath the Alps between France and Italy. The 72-month project includes blasting a 1,810-metre twin-tube tunnel, creating seven safety tunnels and building a 140-metre cut-and-cover tunnel from Villard-Clément in Savoie.

The Seine-Nord Europe Canal (CSNE)

NGE has been awarded the first contract directly related to the future river freight activities of the canal: construction of the transshipment quays that will initially be used for the work carried out on the canal itself, and then for freight operations on the finished CSNE.

Telecoms networks

In 2020, NGE won a contract to provide 38,000 FttH connections in the Dordogne, and is developing its expertise in readiness for new growth opportunities in conjunction with local stakeholders. At the same time, the Group is working on a completely new kind of major project: the installation of long-distance networks on behalf of telecoms operators.

9

network rollouts in progress

At the start of March 2021:

1 million

connections provided.

50,000

households per month connected to ultrafast broadband



▲ Optical fibre rollout in the Hérault.

International, NGE remains on track



Cameroon

◀ At the end of June 2021, civil engineering work on the Nachtigal hydroelectric project had reached 40% completion. Eventually, this new plant will contribute more than 30% of the country's total generating capacity, providing Cameroon with a major source of decarbonised energy at all times.

Côte d'Ivoire

The new International Counter-Terrorism Academy (ICTA) at Jacquville in Côte d'Ivoire was officially opened on 10 June 2021. Structured in several distinct zones (university, headquarters, mess and training areas), this complex will provide counter-terrorism training for elite forces from all over the world in a dedicated facility.

Egypt

The Group continues to work on track upgrading for the Banha-Port-Saïd rail link, and has laid the first metres of track for the LRT 10th of Ramadan project. A total of 66 km of double track will be laid between Cairo, the new administrative capital, and the new city of 10th of Ramadan. There will also be 10 km of single track in the depot. The project also includes 11 stations.

Senegal

In Senegal, NGE teams have completed work on rebuilding the North Pier of Mole 2 in the Port of Dakar.

Morocco

NGE completed work on the infrastructures for the National Theatre in Rabat at the end of June. ▶



▲ Installing a beam for a rail bridge in Uruguay.

Uruguay

NGE has completed 50% of a rail project that will ultimately link Paso de los Toros to Montevideo with 266 km of new track. Preparation work continues, with track laying scheduled to begin in October.

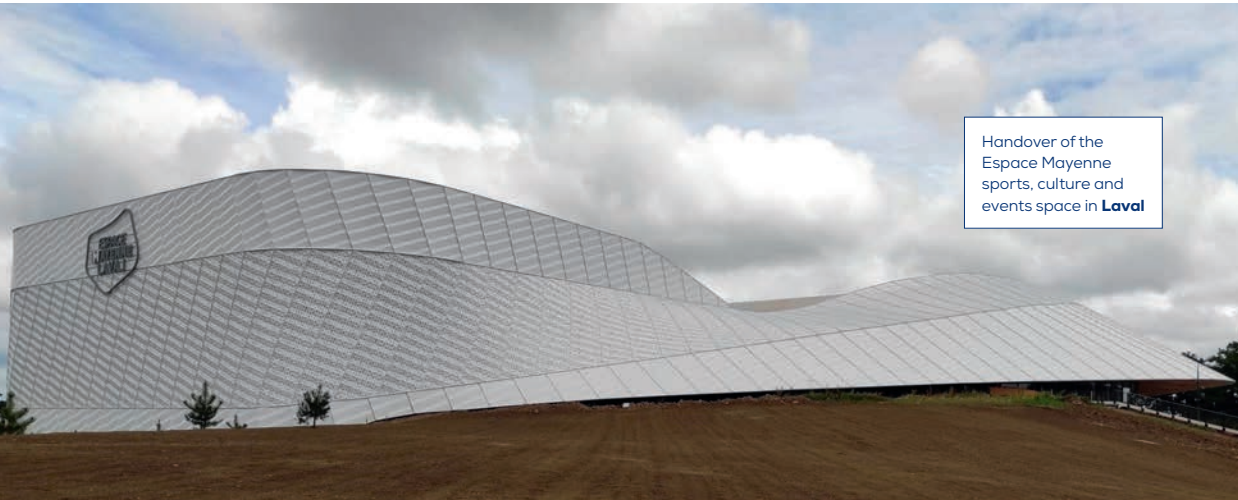
Peru

NGE has begun initial design work on a riverbank strengthening and consolidation project won at the end of 2020.

England

The teams working on the rollout of ultrafast FttH in the Liverpool City Region Combined Authority region have moved into their new offices overlooking the city's heritage docks. They are involved in this project as part of a joint venture in which NGE is a stakeholder.

Our achievements in France and abroad



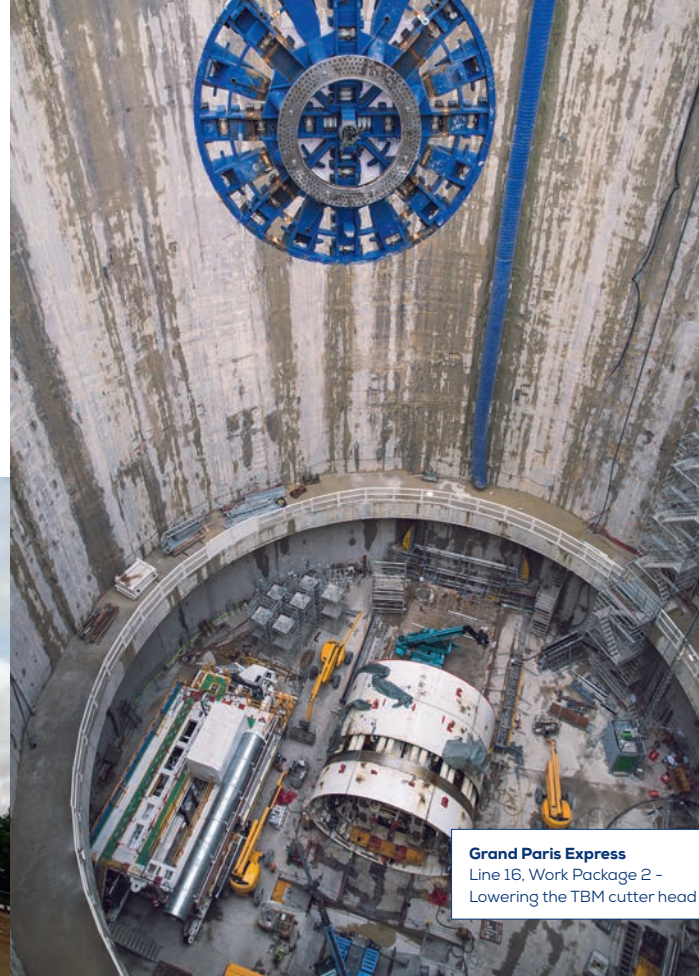
Handover of the Espace Mayenne sports, culture and events space in **Laval**



Construction of a new basketball court in **Le Pouliguen**



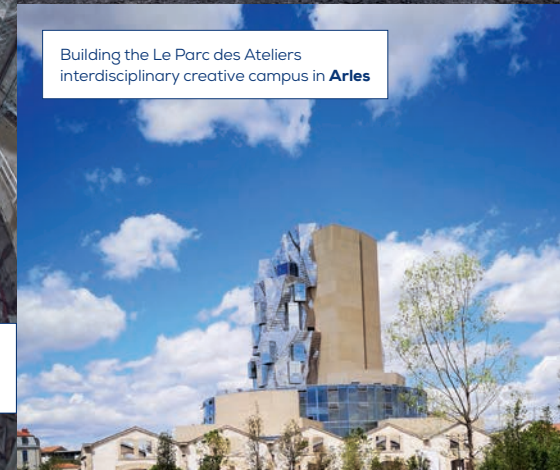
Repairs to the **Chazilly** dam



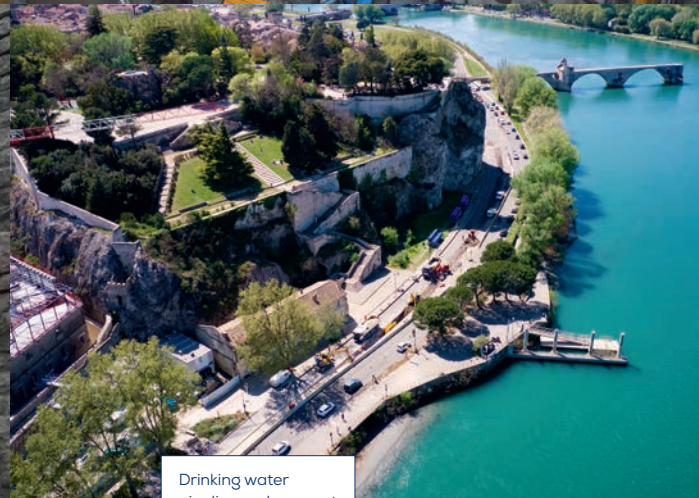
Grand Paris Express
Line 16, Work Package 2 - Lowering the TBM cutter head



Removal of the footbridge in **Hazebroeck**



Building the Le Parc des Ateliers interdisciplinary creative campus in **Arles**



Drinking water pipeline replacement in **Avignon**

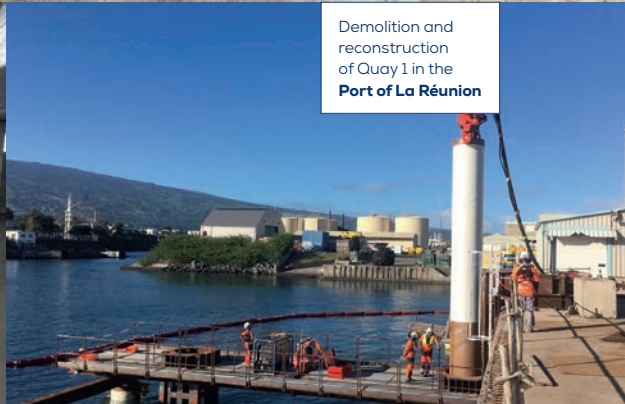




Construction of the Southern Link Road at **Haguenau**



Construction of the **Montreuil** stormwater holding tank



Demolition and reconstruction of Quay 1 in the **Port of La Réunion**



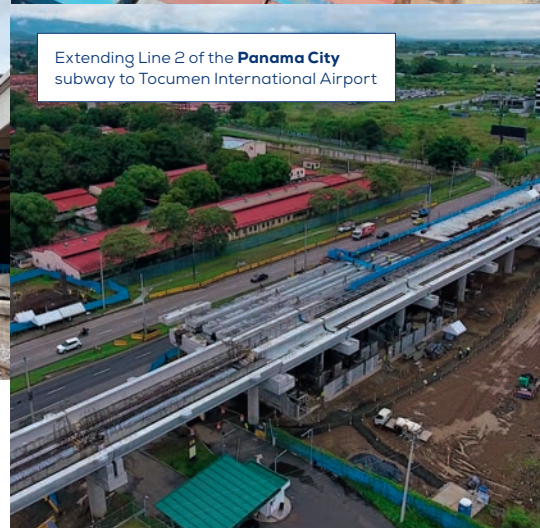
Upgrading of Kings Cross station in **London**



Applying Climat'ROAD® paint on the streets of **Lyon** to reduce heat islands



Upgrading of the container storage facility in the **Port of Abidjan**



Extending Line 2 of the **Panama City** subway to Tocumen International Airport



Building the Cinema multiplex cinema centre in **Cannes**



Reconstruction of a quayside in the **Port of Dakar**

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Parc d'activité de Laurade

Saint-Étienne-du-Grès

BP22 – 13156 Tarascon Cedex

Tel.: +33 (4) 90 91 60 00

France

www.nge.fr

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