



EIFFAGE CORE VALUES, KEY TENETS OF OUR IDENTITY

- ◆ LEADING BY EXAMPLE
 - ◆ RESPONSIBILITY
 - ◆ TRUST
 - ◆ TRANSPARENCY
 - ◆ LUCIDITY
 - ◆ COURAGE AND PUGNACITY



Visit our website to view 2019 Essentials in images: www.eiffageconstruction.com





5 countries



10 Regional departments



Major Projects department



+ 80
establishments
in France



talle Debat Ponsan, Bor

FOR THE FUTURE

At Eiffage Construction, we are driven by the values of our Group and our passion for enterprise, building our business model around core components such as expertise, creativity and innovation. For close to two centuries, our driving force has been reflected in businesses that require a unique savoir-faire, which every one of our employees draws on day after day.

Urban planning, property development, construction, and maintenance and works & services... With four well-blended businesses, our model of integrated expertise goes beyond the creation of value - it gives true meaning to what we do. This is evidenced every day at Eiffage Construction, in France and abroad, with each and every individual working together for a collective purpose. The world is changing and we are both actors and drivers of this change.

Our local roots enable us to understand what our partners need, giving us extensive insight into the key challenges of each project, with a strong local focus and a deep understanding of local needs. Taking the initiative, thinking outside the box and breaking boundaries without ever losing sight of our ethical, social and environmental benchmarks – this is what our stakeholders have come to expect. It is also a commitment that fuels our momentum day after day.

Growth momentum

In 2018, our financial results once again reflected the solidity of our Group's business model. Fuelled by our entire workforce and the different Eiffage businesses, this growth enables us to look to the future with ambition and confidence.



EIFFAGE GROUP

Eiffage is a leading player in construction and public works across France and Europe, with a comprehensive offer structured into 8 businesses: construction, property development, urban planning, civil engineering, metallic construction, roads, energy systems and concessions. Beyond the operations angle, the Group stands out in the industry with a level of employee share ownership that is unmatched in Europe: at the end of 2018, 17.6% of the share capital was held by more than 70% of the employees.



70,400



20,400 employees outside France



employees



70% of employees holding shares in the Group

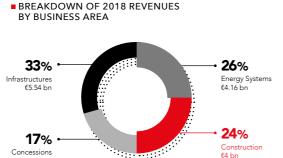
100,000 projects per year



Revenues € 16.6 bn



Order book € 13.9 bn





EIFFAGE CONSTRUCTION



Revenues € 4 bn

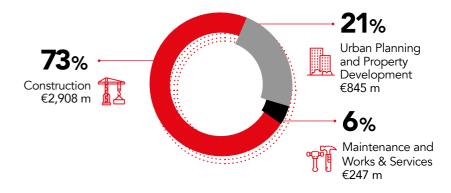


Order book*

€ 4-4 bn

*representing 13 months of business

■ BREAKDOWN OF 2018 REVENUES BY BUSINESS



■ BREAKDOWN OF 2018 REVENUES BY GEOGRAPHIC AREA



€2.88 bn

The strength of an international group...



EIFFAGE GROUP

With operations in 50 countries, Eiffage stands out with expertise in a wide variety of areas. As an expert EPC contractor in its field, the Group shares its savoir-faire and ambition to constantly innovate throughout the world.

FRENCH GUIANA Ariane 6 launch unit

Construction of the infrastructure for the launch unit as part of a fully-integrated offer, deliverable in 2019.





Delivery of the 103 MWp capacity plant in 2018.



...to complete ambitious projects



EIFFAGE CONSTRUCTION

With operations in Belgium, Luxembourg, Poland and now Switzerland, we are pushing ahead with our Horizon 2020 strategic plan to further extend our foothold beyond France.



By exporting our model, we are able to have a broader vision of the construction industry and enhance our response to market expectations.



BRUSSELS (BELGIUM) **Headquarters of BNP Paribas Fortis**

Construction of a 7-floor architectural complex with a curved facade in the very centre of Brussels. The building will have a total floor area of 100,000 sq.m and be able to accommodate 4.500 workstations.







JAWOR (POLAND)

Extension of a Mercedes plant

Extension of a 90,000 sq.m. engine production plant in Jawor, which will make it possible to create 500 local jobs.



PORT OF FREETOWN

(SIERRA LEONE)

Container terminal

Design-build contract to extend

the terminal, making it possible to

reclaim 3.5 hectares of land with the





ZURICH (SWITZERLAND) Lindt's "Home of Chocolate"

This development will house a research facility, an exhibition centre open to public and chocolate workshops. alongside the world's largest Lindt chocolate shop spanning 500 sq.m. .



Businesses fuelled by a responsible dynamic

The values upheld by the Eiffage Group are deeply rooted in our history. They are the cornerstone of our performance, perpetuating what we do. They guide our employees day after day and fuel our transformation to shape the cities of the future.

gile, hybrid, more appealing, our urban environment is changing. Although evolving lifestyles call for a rethink of city planning, this transition is echoed directly in our key areas of expertise: urban planning, property development and construction.

Eiffage Immobilier adopts a multi-product approach that echoes the transformation across cities and addresses new approaches to the way that buildings are used in order to rethink neighbourhood life.

Property development

Construction

Digitisation, alternative construction methods, energy issues, etc. The construction sector is evolving. At Eiffage Construction, we are consolidating the model that we apply to our work with public and private players, in both the new-build and renovation construction sectors, by drawing on our capacity to innovate.

LA DÉFENSE (92)

Window office building and Grande Arche

The work completed on the Window office building and the renovation of the Grande Arche in the La Défense business district have made it to possible to optimise the energy footprint of these installations, evidence of our commitment to work towards more sustainable cities.



AUI NAY-SOUS-BOIS (93)

"Grand Paris"

We are acutely aware of the role Eiffage Immobilier can play to address the housing shortage. With this in mind, we are taking part in programs such as the "Grand Paris" development program, through which we have secured a contract to build 400 housing units next to the future station in the Parisian suburb of Aulnay-sous-Bois.

Maintenance and Works & Services

Maintenance and Works & Services completes the range of business activities offered by Eiffage Construction. Our multidisciplinary teams carry out maintenance, upgrading and renovation work or bring empty or occupied buildings into compliance with regulations.

Cité Internationale de

teams in reshaping the urban fabric. Our role as a co-builder of the urban environment is perfectly illustrated by our winning bid to develop the Cité Internationale de la Gastronomie et du Vin (international gastronomy and wine centre) in Dijon.

lever that directly involves the Eiffage Aménagement

Public-private coproduction is an urban planning

la Gastronomie et du Vin

DIJON (21)

Urban planning

Eiffage Aménagement unifies all urban

players, assisting local authorities in revitalising their city and town centres and in redeveloping or extending districts.

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URBAN PLANNING

A partnership approach to create sustainable cities

s a major private operator, Eiffage Aménagement is able to unify all urban players and assist local authorities in large-scale urban development programs, either to revitalise central parts of their cities or to build new districts.

Co-builder of cities

Eiffage Aménagement anticipates how uses will evolve and imagines the cities of the future by focusing on creating pleasant living environments and maintaining the social framework. We are committed to a sustainable urban optimisation approach and endeavour to bring all stakeholders together with a view to reconciling economic, social and environmental issues.

Closer and more effective relations

The increase in the number of programs across France has prompted the company to switch to a decentralised organisational structure.

This enables us to fully understand local needs and to come up with the most suitable specific solutions.

Sharing our knowledge

We understand how important it is to strengthen our ties with urban players and share our expertise. With this in mind, Eiffage Aménagement has forged partnerships with a number of industry bodies and has been co-chair of the Réseau National des Aménageurs (RNA-French network of land development companies) since the beginning of 2018.

CHÂTENAY-MAI ABRY (92)

LaVallée eco-district

This is France's first urban planning SEMOP, a publicprivate partnership formed for individual transactions, and the first demonstration project in the Greater Paris area for a sustainable eco-district. The 213,000 sq.m development will be built on the grounds of the former École Centrale site. It will serve as a model on a number of levels, reusing 98% of the materials deriving from the deconstruction of the existing site, and will promote urban farming.

750,000 sq.m



Grand Canal district

The 90,000 sq.m Grand Canal urban regeneration program earmarked for the Vallée Sud Grand Paris area includes 1,150 housing units, retail spaces and a variety of facilities, including a school complex as part of an urban partnership project (Projet Urbain Partenarial-PUP) between the municipality and Eiffage Aménagement.



MONTIGNY-LES-METZ (57)

Lizé district

The Lizé redevelopment program incorporates the area's former barracks into the urban fabric, reinventing the very heart of the 3rd largest town in Moselle. Covering 1.2ha of landscaped areas, this 57,000 sq.m program notably includes 630 housing units.



Have you heard about PhosphoreCity®?

Eiffage Aménagement has developed this application to help local authorities in their urban planning decisions. It takes local specificities into account and proposes solutions in order to shape complex urban planning programs, with a view to achieving high environmental performance.

WWW.PHOSPHORECITY.COM

+35 years
OF EXPERTISE SERVING
THE URBAN ENVIRONMENT

1.1 million sq.m

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PROPERTY DEVELOPMENT

Designing each development with the occupants in mind

ith experience across the entire value chain, Eiffage Immobilier operates in the residential, tertiary, commercial planning, hotel and serviced residences sectors. Our dual expertise as builder and developer gives us a unique dimension in this domain.

Providing a diversified, tailored offer

Eiffage Immobilier has a recognised multi-product approach, which enables us to participate in a number of mixed-use and complex developments, where diverse uses enhance the appeal of districts and inject them with fresh economic impetus. Digital concierge services, shared carparks, etc... We incorporate a cutting-edge services dimension to meet the new needs of users.

Forging social ties

The diversified and innovative Eiffage Immobilier offer also places an emphasis on social diversity. We cannot expect to have a lasting impact on the urban environment without being committed to "improving the way in which we live together".

This is evidenced in the intergenerational Cocoon'Ages residence or the new Cazam serviced residences concept, centrally-located within neighbourhoods to promote interaction and a sense of "togetherness".

Striving for the highest degree of customer satisfaction

Through the 10 commitments laid out in our "Carrément Engagé" customer charter, we work every day to provide home buyers with the best possible service and assistance. In 2018. 92% of clients surveyed said that the properties delivered were in line with their expectations and 8 out of 10 said they were satisfied with the advice provided by their Eiffage Immobilier contact*.

for home comfort

In order to provide a wide range of connected services, Eiffage Immobilier has taken up an interest in SmartHab, a start-up specialised in smart home solutions. With the help of a special app, users can systems and window shutters. They can also keep track of their energy consumption.



5,200 HOUSING UNITS PUT ON THE MARKET IN 2018

— Businesses —

PROGRAMS ON THE MARKET



TOULOUSE (31)

Mama Shelter

The new 120-room Mama Shelter built close to the Capitole is nestled right in the centre of the "ville rose". This harmonious project with its well-preserved architecture, consisting of a property development contract with Eiffage Immobilier, is a perfect example of our savoir-faire in the hotel sector.

Digital solutions

control their heating and lighting

WWW.SMARTHAB.FR

AUBAGNE (13)

Cocoon'Ages

The shared living spaces in the Cocoon'Ages residences. like the one pictured here in Aubagne, lend themselves particularly well to daily interaction between the residents and make it easier to forge relationships.

NOGENT-SUR-MARNE (94)

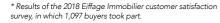
Nogent Baltard business centre

One of the distinguishing features of this complex 30,000 sq.m urban development is that it sits atop a suburban rail station. It combines a residential area of 146 units and an attractive economic hub that houses 7,400 sq.m of office space, a maintenance facility for the RATP public transport operator and 1,500 sq.m of retail space.



Grand Hôtel-Dieu

This refurbishment was the largest ever private conversion of a historic monument in France. Our teams developed this 51,500 sq.m site over a period of eight years. At the busiest time of the development, more than 1.000 workers were on site.



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CONSTRUCTION

A comprehensive, controlled approach

s a key player in the construction industry, Eiffage Construction participates in all public and private sectors, involving both new-build and redevelopment programs, by drawing on the synergies between the different businesses of the Group.

Tailored assistance

We put together tailored proposals that are best-suited to our clients' needs, from the project design stage to delivery and maintenance. Quality, attentiveness, keeping within budget and delivering on time are goals that drive us. Our solutions combine energy efficiency and environmental performance.

A committed builder

Technological progress and changing uses mean that we are constantly striving to improve our construction processes from a quality-of-life angle. Developing projects using BIM (Building Information Modelling), incorporating bio-based materials, etc...

we have placed a core focus on all levers that can help us grow our zero-carbon operations, particularly in wood sourcing, which led us to acquire 3 Charpentes Françaises production sites in 2018.

Safeguarding our heritage

Eiffage Construction subsidiary Pradeau Morin specialises in the renovation of heritage sites and helps unveil the full potential of historical French sites. This is evidenced in its work on a luxury hotel within the Château de Versailles and in the renovation of the facades of the Hôtel du Palais, a very famous luxury hotel in Biarritz.

2018 ORDER BOOK: 21,600 HOUSING UNITS

INCLUDING 11,400 RENOVATIONS

theatres.

REIMS-BEZANNES (51)

Courlancy private

general hospital

This is the largest private

hospital in France, spanning

buildings that comply with

the French energy efficiency

performance standard (BBC).

It has 400 beds and 32 operating

8ha across five HQE®-certified



This 103-metre high tower is located in the heart of the European quarter. It is a mixed-use building, with offices, housing units and retail spaces spread across 38,000 sq.m.



METZ (57)

Metz Congrès Robert Schuman

This DBOM (design, build, operate and maintain) contract secured by Eiffage Construction was completed in barely two and a half years. With its unique pierre de laumont (golden limestone) architecture, the 16,000 sq.m structure is the first convention centre in France to satisfy HOE criteria.



Cockpit room: an innovative on-site interactive tool

This collaborative digital room is set up on-site to facilitate project management. It is an innovative interactive tool developed by Yndigo Partners that enables real-time updates and transfers of site-related information. It can be used by all of the persons involved in a project. It cuts down on meeting times, emails, print-outs, etc., optimising the project management process.

OF REVENUES ARE FROM HOUSING

MAINTENANCE AND WORKS & SERVICES

A close client relationship, built on trust

he Maintenance and Works & Services business, which complements the construction business, provides services to ensure that buildings are cared for over time, through maintenance, renovation, redevelopment or regulatory compliance operations.

Solutions geared towards clients

Our multidisciplinary teams cover all trades for renovation, redevelopment or regulatory compliance work on empty or occupied buildings. They are specifically assigned to the Maintenance and Works & Services business and accompany local authorities and companies throughout each stage of their project.

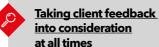
Lasting relationships

We have 800 members of skilled trades who work all over France with a dual quality and safety objective throughout the life cycle of buildings. In this market, our business involves long-term maintenance contracts, renewable contracts or small, individual projects.

Tailored service

By combining the expertise of a large group with the flexibility of a small business, we are able to guarantee a highlyresponsive approach and service of the highest quality, tailored to each and every client of our regional departments. 800 WORKERS

70 LOCAL ESTABLISHMENTS



The Eiffage Construction
Maintenance and Works
& Services teams are mainly
comprised of engineers,
technicians and members of
skilled trades. They are well-used
to handling fast-paced programs
within short timeframes, while
still managing to be flexible
and creative.

BRON (69)

Hospices Civils de Lyon (HCL)

12-month contract to restructure five separate care units at the Louis Pradel-HCL heart and lung hospital, which is part of the Groupement Hospitalier Est (hospital complex serving the eastern part of the greater Lyon area).

LILLE (59)

Quartier Libre in the Citadel

As part of the redevelopment of the former military buildings located on the Citadel, the Maintenance and Works & Services teams converted an old cinema into a multipurpose workshop housing a bar-restaurant and rebuilt an old barn exactly as it was in medieval times, turning it into a covered public area.

LAVAL (53)

Battlements in the old part of the town

The Maintenance and Works & Services teams restored the top of the 13th century fortified southfacing battlements along Promenade Anne Allègre.





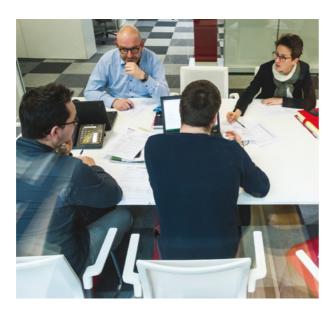
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Fostering team commitment

Enhancing

CAREER PATHS

We can see the talents that lie in its each and every employee, which is why we encourage the development of individual skills through training and career mobility. Eiffage University provides more than 500 courses covering all our businesses and the skills they require. With our "Horizons Juniors" and "Horizons Confirmés" programs, we encourage upskilling and help our employees take on more responsibility.



Promoting

DIVERSITY AND EQUAL OPPORTUNITIES

Our vision of social inclusion consists in helping to build a society in which everyone has a place and can grow. With this in mind, at Eiffage Construction we base our social responsibility policy on promoting diversity, fighting discrimination and integrating people with disabilities, by taking part in initiatives such as the "Pacte de Performance" introduced by the French ministry of sport. This enables us to support promising sportsmen and women so that they can follow their passion and develop their career at the same time

IN 2018

96%

OF EMPLOYEES UNDER
PERMANENT CONTRACT

INTERNSHIPS AND WORK-STUDY EMPLOYEES

87%
OF ALL EMPLOYEES
RECEIVED TRAINING IN
THE LAST 5 YEARS

+1,000
PEOPLE HIRED

Attracting

AND RETAINING TALENT

Sponsoring university and engineering school programs - through ESTP, ESITC and Centrale-Sup'Elec engineering schools and regional INSA science institutes - provides a constant opportunity to recruit people with profiles that are the best suited to the Group's needs. Our employees also actively recruit talents by nominating potential employees.



94%

OF EMPLOYEES SAY THEY ARE PROUD TO WORK AT EIFFAGE CONSTRUCTION (2019 INTERNAL EIFFAGE CONSTRUCTION SURVEY)

Accompanying

AND SUPPORTING INTEGRATION

We help people who have been out of a job or unable to secure employment for a long time to return to or find work through regional initiatives in collaboration with the CREPI regional work integration clubs. These business clubs, which were created 25 years ago by Eiffage Construction, are committed to actions on the ground and have enabled 40,000 people to find work.



#HumanPerspective: promoting our values

The approach we have taken to our brand as an employer hinges on a strong commitment that reflects the values of our Group. In it, we ask employees to tell us what a people-centric future should look like. It relies on 5 pillars: developing accountability and the spirit of enterprise, creativity, innovation, accessibility and interaction. As part of this, new employees receive a welcome pack that includes a colourful booklet and an address to download a fun app so they can immerse themselves in the world of Eiffage Construction.

Ensuring

A SAFE WORKPLACE FOR ALL

The implementation of our risk prevention and control policy is a priority. This notably relies on our accident prevention campaign *La sécurité*, *c'est notre histoire* ("Safety: a key issue"). This campaign targets the members of the skilled trades as well as all our employees and provides a reminder of the importance of best practices and the signage of hazardous situations.

INTRODUCING OUR PROJECTS OF THE FUTURE

AND

Society is changing and our businesses are playing a part in this transformation. An entirely new blueprint is being shaped, where the emphasis is on urban planning that is well thought-out and focused on social interaction. The urban environment of the future will encourage people to live in harmony, introduce even more diverse uses and develop a sense of solidarity.

MORROW?



PAVING THE WAY FOR THE CITY OF THE FUTURE The city of the future must be both sustainable and innovative. It must reconcile a modular layout and flexible uses. With the help of Phosphore - Eiffage's city of the future sustainable urban development research program - Eiffage Construction is ploughing ahead with new models that reflect the complexity of social, societal and environmental issues when it comes to buildings, their

surrounding neighbourhoods and the towns and cities in which they are built. This is illustrated by the Smartseille demonstration project in the Marseille Euroméditerranée 2 development, which paints a picture of the Mediterranean city of the future, and by the LaVallée eco-district in Châtenay-Malabry, which is a model of urban resilience.



FURTHERING LOW-CARBON SOLUTIONS At Eiffage Construction, we are aware of the environmental issues relating to our sector, which is why we employ low-carbon construction methods that use bio-based materials, low-carbon concrete and ready-to-use elements such as our HVA Concept bathroom modules. We have purposely opted for wooden modular construction techniques, with timber-based structures. As a founding member of the ADIVbois association, we forged an R&D partnership in 2018 with Piveteaubois and the Centre

Scientifique et Technique du Bâtiment (CSTB) to further develop timber-based construction. Lastly, in the interests of quality, we took over 3 production sites belonging to Charpentes Françaises – a specialist in industrial and traditional wood structures, POSI® beams and wood-frame walls – which it markets under the Savare brand. Current developments include the Hypérion Tower in Bordeaux, the Sensations building in Strasbourg, an office tower in Rouen and housing units in Bussy-Saint-Georges.

CHAMPIONING THE DIGITAL TRANSITION

Digitisation is a way to enhance both efficiency and quality, which is why it now plays a key role in the construction industry. BIM (Building Information Modelling) facilitates participatory management throughout the entire life cycle of a development. We are using it today in Châtenay-Malabry for instance, with the application of CIM (City Information Modelling) techniques in the LaVallée eco-district. Thanks to our partnership with Finalcad, three-quarters of our building sites have been "digitised", enabling us to continuously monitor progress.



Digitisation is also being used for new applications in the property development sector with, for example, a virtual viewing feature that enables buyers to visualise their future apartment and make real-time adjustments to choose finishings.



ENCOURAGING SOCIAL INTERACTION

Living together is a key social issue that is leading us to explore ways of how better live together.

At Eiffage Immobilier, we want to offer new solutions that bring people together and encourage interaction and a sense of solidarity.

One such solution is the Cocoon'Ages model for intergenerational residences, created in association with Récipro-Cité. Cocoon'Ages residences provide an administration-coordination service that helps form connections between residents. The first Cocoon'Ages residence opened in the middle of 2018 in Aubagne. The concept has been a resounding success, so much so that work is currently under way at 6 new sites and around 30 are under development, 2019 also saw the launch of the Cazam serviced residence concept in association with Sergic Résidences Services. These residences are located in the very heart of neighbourhoods and interact with the local community, giving seniors a real role to play in their community and enabling them to enjoy their golden years.

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Eiffage Construction is constantly seeking to innovate, relying notably on a participatory approach in-house in order to cultivate new ideas. A number of brainstorming groups take Eiffage Construction innovations to the project phase. The Start-box platform accessible to all Group employees is designed to share ideas online. In 2018, 156 ideas were submitted as part of the Immo-Inno Challenge awards in which employees were asked to imagine the Eiffage Immobilier apartment of the future. A number of tests are being carried out, such as L'Atelier by Eiffage, a converted container installed to help new residents move into their apartments, providing services such as tool rental, recycling bins and the collection of materials.

FOSTERING OPEN-INNOVATION

Eiffage Construction projects rewarded

4

CLÉ D'OR NATIONALE EGF-BTP

Laborde offices in Paris 2019 functional buildings category

CLÉS D'OR RÉGIONALES EGF-BTP

Quartier des Facultés in Aix-en-Provence

Thalès residence in Tourcoing

Halle Debat Ponsan in Bordeaux

2019 special award by the jury

Metz Congrès Robert Schuman 2019

Ailes du Couvent in Caen 2019

4

BIM GOLD AWARD

Future BNP Paribas Fortis head office in Brussels (Belgium)

Category "Tertiary, industrial, commercial and residential" 2018

•

MIPIM AWARDS

Laborde offices in Paris Best business centre 2019

Courlancy private general hospital in Reims-Bezannes Best medical complex 2019

Îlot Sacré in Brussels

(Belgium)

Best residential program 2018

SIATI

LaVallée eco-district in Châtenay-Malabry

Category "Sponsors: Best partnership contract arrangement" 2018

•

PYRAMIDE D'OR

Hypérion Tower in Bordeaux Grand Prix National 2019

•

PYRAMIDES D'ARGENT

Redevelopment of Saint-Augustin clinic

Urban Diversity award 2019

Cocoon'Ages residence in Le Hayre

So New program in Rillieux-la-Pape

Hypérion Tower in Bordeaux Regional "Grand Prix" award 2019

Nantil in Nantes

Business real estate award 2019

Booking office building in Tourcoing

"Jury's choice" award 2019

Philaé residence in Grenoble et Vizio in Euronantes

Category: responsible program management 2018

•

CLASSEMENT DES PROMOTEURS

Hypérion Tower in Bordeaux Category: Building materials & construction methods 2019 *****

GREEN SOLUTIONS AWARDS

Notre-Dame de Bon Secours secondary school in Binche (Belgium)

Low carbon award 2018

Passivhaus housing units in the La Fleuriaye district of Carquefou

"Grand Prix" sustainable town award 2018



PRIX MONDIAL DE LA RÉG<u>ÉNÉRATION</u>

Rive Gauche mall in Charleroi (Belgium)

Category: New mid-sized malls 2018



BUSINESS DAY

Virtual viewing developed by Eiffage Immobilier

AR/VR awards Category: Real Estate/Construction/ Architecture 2018



Grand Hôtel-Dieu in Lyon 4 awards in 2018 and 2019:

CLÉ D'OR RHÔNE-ALPES

General contracting 2019

MAPIC

Category: Best Retail Urban Project 2018

TROPHÉES DU BÂTIMENT ET DE L'IMMOBILIER

"Jury's choice" award 2018

GRAND PRIX SIMI

Special award by the jury 2018



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