



2025 Essentials

**Together,  
we are making  
the difference**

# A resolutely European and major player

Eiffage is one of Europe's leading construction and concessions groups. Every year, we carry out more than 100,000 projects, most of which are located in Europe. We undertake large and complex projects as well as smaller-scale ones.

People are at the heart of everything we do. The 84,400 men and women who work for Eiffage embody our values and our corporate culture. The high proportion among them who have become Eiffage shareholders attests to the sense of belonging they feel within the Group and the family spirit that guides us all.

Firmly convinced that it is together that we make a difference, we encourage the sharing of know-how and the value created, as well as a culture of entrepreneurship that we hold dear.



## Key performance indicators\*

**€23.4 billion**

in revenue

**+16.8%**

Business growth  
in Europe (excluding France)

**+11%**

Growth in the Contracting  
order book

**40%**

of Contracting revenue  
generated outside France

\* Figures at end-2024.

## A model closely aligned with local needs

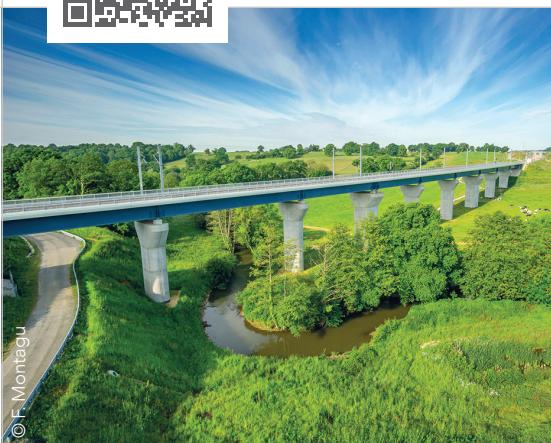
Capitalising on its on-the-ground presence, the Group draws on the strength of its compact and decentralised organisation to further its collective action. Our balanced and resilient business model leverages our diversified and complementary areas of expertise. We are well positioned to benefit from a number of underlying trends in Europe that are driving the Group's growth: the quest for industrial sovereignty through reindustrialisation, energy sovereignty based on the diversification of energy sources, and the development of sustainable mobility solutions.

## Building on our strengths for the future

Our ambition is unwavering for the coming years: making a difference through a sustainability-led approach right across our ecosystem. We innovate in the design, construction, maintenance and renovation of tomorrow's infrastructure and cities, with a constant focus on changing uses. Our competitive edge lies in our local roots, the synergies between our business lines and our resolutely Europe-centric strategy. Our ability to maintain our appeal to new applicants and retain the talent already within our ranks is crucial for our continued development. Building further on these strong foundations, we will continue to deploy our resources and ever-expanding expertise to deliver the best solutions for all our customers.



**Explore our 2024 Universal  
Registration Document**



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**Our low-carbon  
commitments**

**-46%**

Reduction in internal  
carbon emissions  
(Scopes 1 and 2) by 2030\*

**-30%**

Reduction in indirect  
emissions (Scope 3) by 2030\*

**Net zero  
trajectory**

by 2050

*\* Compared with  
the baseline year 2019.*

# A multi-disciplinary organisation

**€4 billion**

in revenue  
in 2024

**10,275**

employees at  
31 December 2024

**€5.4 billion**

order book at  
31 December 2024

## Construction

Eiffage Construction  
Eiffage Immobilier  
Eiffage Aménagement



### Our expertise:

- Urban development to restructure city centres and create new districts
- Multi-product property development and new concepts incorporating changing uses
- Design, construction and maintenance on both new-build and retrofitting projects
- Locally focused Works & Services in building

## Infrastructure

Eiffage Route  
Eiffage Génie Civil  
Eiffage Métal



### Our expertise:

- Design, construction and maintenance of onshore and offshore infrastructure
- Road works, urban development, and roadways and utilities, industrial production for roads
- Design, manufacture and assembly of metal structures
- Multi-technical solutions for industry
- Demolition, selective deconstruction, recycling and direct reuse

**€8.4 billion**

in revenue in 2024

**30,494**

employees at  
31 December 2024

**€15.2 billion**

order book at  
31 December 2024

Eiffage operates through eight complementary business lines spread across four divisions. Cross-disciplinary cooperation between our business lines gives us a presence across the entire value chain. We work tirelessly every day to provide innovative, tailor-made turnkey solutions for our customers.

## Energy Systems

Eiffage Énergie Systèmes



### Our expertise:

- Design, production, operation and maintenance of electrical, industrial, HVAC and energy equipment and systems
- Customised offerings for industry, infrastructure and networks, local authorities, and the commercial sector

**€7.2 billion**

in revenue  
in 2024

**37,716**

employees at  
31 December 2024

**€8.2 billion**

order book at  
31 December 2024

**€3.9 billion**

in revenue  
in 2024

**4,967**

employees at  
31 December 2024

## Concessions

Eiffage Concessions  
Motorway concessions in France



### Our expertise:

- Financing, design, construction, maintenance, servicing or commercial operation of built assets, motorways and toll motorways under concession
- Management of major projects for public facilities, transport infrastructure, renewable energy production and buildings

# Local coverage in line with our strategy

We are chiefly present in Europe and have consolidated our local coverage over the past few years in several target countries, in particular to strengthen our capabilities in energy services.

Our rapid growth in European countries (16.8% revenue growth outside France), the strength of our order books and the synergies between our business lines are indicative of the effectiveness of our Europe-centric strategy.

This continued growth momentum is profoundly reshaping the Group, with 36% of our Contracting revenue now generated in Europe (excluding France), a twofold increase over the last 10 years.

Across the rest of the world, we promote our expertise by carrying out projects in export mode.



## Eiffage in Europe

**79,400**  
employees\*

**€22.6 billion**  
in revenue\*

**96%**  
of Group revenue\*

\* 2024 key figures



## Expertise on a European scale

We are renowned for our expertise in Germany, Belgium, Spain, Luxembourg, the Netherlands, Poland, Portugal and Switzerland, which are our main operating countries in Europe outside France. We generated €5.7 billion in revenue in 2024 in these countries.

# A group with a unique family spirit

Eiffage brings together men and women from diverse backgrounds who share a corporate culture built around strong values. This shared culture serves as a powerful lever to attract applicants and retain the talent already within our ranks. Through their engagement and commitment on a day-to-day basis, the Group's employees play a crucial role in promoting this very particular spirit that sets us apart.



## Employee share ownership

### A core element of our approach to sharing value

Share ownership is a key component of the Eiffage model. As a means to foster engagement, drive sustainable performance and safeguard our independence, it gives every employee the opportunity to contribute to the Group's success. Our employee share ownership programme, which has been in place for almost 35 years, has achieved a high level of take-up as 80% of Eiffage employees are currently shareholders via the Group savings plan. Owning 21.4% of the share capital, they are collectively Eiffage's main shareholder.





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## Onboarding and retention

### Opening new career vistas

The ecological, energy and digital transitions are driving change for our business lines and offering new career opportunities within the Group. Together with our values, which include trust, autonomy, responsibility and mobility, these new opportunities are helping to attract and retain talent. Through our human resources policy, we build onboarding and career management programmes to reinforce our action.

## Health and safety at work

### 100% safety target

Eiffage's risk prevention programme balances a constructive approach based on consideration for others with the application of strict procedures. We stand for the benefits of a joint duty of care, a seal of trust, in which everyone looks out for those around them, showing no hesitation to report a risk. As a top priority in our strategic plan, it involves awareness and training initiatives, digital tools and technological innovations. The Group relentlessly strives to ensure the safety of both its own employees and those of its partners.



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## Training

### Shaping personalised career paths

To support career development, but also employability, upskilling is a key focus. Throughout their career within the Group, employees can sign up for training courses at Eiffage University and on the MyUniversity platform, which delivers a hundred or so modules and webinars. We also have our own training organisations that award qualifications in areas experiencing a shortage of candidates.



# Acting for society and giving meaning

As an economic actor having embraced strong commitments, Eiffage acts for society by supporting employment, culture, charities and other non-profits, and sport. Our actions and initiatives deliver positive impacts for businesses and organisations, but also individuals.



## Employment

### Boosting employment in local areas and regions

Eiffage's brisk growth has resulted in steadily increasing recruitment level for several years. In France alone, we recruit nearly 8,200 new employees on average each year. Given our strong roots in local communities and regions, we contribute to economic development through our works, production sites and infrastructure operation activities. With most of our projects, we undertake to provide contracts to local SMEs covering a portion of the works.

## Inclusion

### Widening access to employment

The Eiffage Foundation supports charities and non-profits in their efforts to promote access to employment for people experiencing hard times or living at the margins of society. Since 2008, the Foundation has helped bring more than 360 projects to life in this area. In France, the Group also plays an active role in the CREPI, a network of regional social employment business clubs established at its initiative, whose aim is build bridges between companies and people furthest from the labour market. The partnerships we forge with local players and the hours of work at our sites dedicated to employability are other ways we contribute to meeting these goals.



## Sport

### Supporting elite athletes

As a long-standing partner of the Fondation du Sport Français and a signatory of its Pacte de Performance, Eiffage helps raise the profile of French sport around the world. We help elite athletes fully pursue their passion by combining their careers in sport with a professional project. We also provide sponsorship and patronage to athletes. Thanks to our support, 13 French athletes took part in the Paris Olympics, some of whom achieved especially impressive feats.



## Volunteering

### Serving the nation

The Group encourages civic engagement on the part of its employees interested in defending France's security. In early 2025, we signed an agreement with the French National Guard supporting operational reserves. Our employees in the reserves are allowed to devote 12 working days to their duties with France's Armed Forces, Gendarmerie and Police.

## Culture

### Making contemporary art part of everyday life

Eiffage has been a signatory of the "1 immeuble, 1 œuvre" charter since its launch in 2015 by the French Ministry of Culture and the French federation of property developers. The aim is to promote artistic creation and make art more accessible to everyone by inserting it in property programmes. The Group has already installed more than 150 works of art in its programmes.



# Innovation as a driving force

Covering a deliberately broad spectrum of endeavours, innovation is a central part of the Group's strategy. The aim of our inclusive and participatory approach is to develop new solutions, services and processes, and to unlock improvements in how we currently do things. It is supported by discussion groups and workshops, idea management platforms, and in-house funds like Seed'Innov and E-Face. To ensure that our innovations percolate through all our business lines, a number of tools to share them are in place, including the Group's Innopédia, an online encyclopedia featuring more than 200 solutions. Given its key focus on openness, our approach also involves the participation of academic partners, incubators and accelerators.

## Making the difference

### Harnessing data and AI

In order to reap the full benefit of our data capital, we have identified 15 priority use cases, with the initial applications geared toward improvements in risk prevention, project progress, report generation and analysis of tender documents. We also have our own private and secure generative AI platform in production, used by our citizen developer community, consisting of more than 500 employees.

**€9 million**

in funding per year dedicated to sustainable innovations

**Over 150**

Seed'Innov files received since 2017



© H. Fabre

## Innovation funds

### Seed'Innov, a fund promoting sustainable innovation

Since 2017, this Eiffage endowment fund has supported innovative projects from research and development phases until their operational deployment. Allocated an annual budget of €2 million, it finances multidivisional projects bridging multiple business lines. Owing to its success and to meet business-specific needs, each division now has its own fund. This expansion increased the total budget allocated to Seed'Innov by 85% and resulted in the launch of 10 specific projects within a single division in 2024.



© Polyhedral Structures Lab

## Open innovation

### Diamanti: a 3D-printed concrete footbridge

The Eiffage subsidiary Ævia is participating in the development of a groundbreaking architectural innovation to create a lightweight, solid, visually appealing and eco-friendly 9-metre footbridge by slimming down its mass and steel reinforcements. Consisting of a 3D-printed prestressed beam with a biomorphic design, Diamanti was conceived by Masoud Akbarzadeh, an architectural engineer from the University of Pennsylvania. It was manufactured in partnership with Carsey 3D, Sika, Cerib and Ævia. Our subsidiary engineered the prestressing and provided scientific and technical support for the design.

# EIFFAGE GÉNIE CIVIL

## Cross-cutting innovation

### Sekoya, a platform dedicated to low-carbon solutions

Launched in 2019, the Sekoya carbon and climate platform promotes sustainable and innovative solutions for the construction industry. In its expanded form as a low-carbon industrial club with nine partners, Sekoya aims to offer a collective response to the climate emergency. Calls for solutions bring together and spark conversations between large construction groups and leading research companies, enabling them to develop their low-carbon materials and processes on a large scale. Since its creation, six calls for solutions have been launched, 350 solutions have been submitted and 30 companies have received awards.



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# Committed to the ecological transition

At Eiffage we are pursuing an ambitious ecological transition strategy that genuinely makes a difference in how we execute our projects and operate our work sites. Our SBTi-validated commitments, in which each and every one of our employees has a role to play, are broken down into operational action plans.

This strategy directly influences our business model and transforms how we conduct our activities. It focuses on three key areas: reducing greenhouse gas emissions, protecting biodiversity, and embedding a circular economy-based approach.

With our emphasis on decarbonising our activities, we also contribute to the efforts made by our customers and the regions where we are located.

## Making the difference

### Involving the entire value chain

In order to meet our commitment to decarbonise and ensure that our customers meet theirs, we need to share our strategy and best practices, and encourage sustainability skills development among our employees. Our networks of low-carbon experts at the divisions help to disseminate the Group's strategy and facilitate dialogue. Furthermore, we encourage the development of new ideas through participatory innovation platforms and provide specific training. Decarbonising our purchases of goods and services is also a priority. Our buyers support suppliers with implementing lower-carbon processes.

**58.1%**

Percentage of Taxonomy-eligible revenue\*

**16.3%**

Percentage of revenue aligned with the climate change mitigation objective\*

**83%**

Percentage of Group revenue ISO 14001 certified\*

\* 2024 key figures.



## Climate



Our BlueOn platform, a trailblazing initiative in the construction industry, aims to implement responsible purchasing more widely. This marketplace is a lever to transform the Group and the entire sector by integrating carbon data into the purchasing process. Our employees have access to life cycle assessments for nearly 30,000 products. BlueOn makes environmental data transparent, accessible and comprehensible, so that a product's carbon footprint can be weighed in the balance along with its price.

## Circular economy

### Trialling circular solutions at scale

The Circ'Boost European project is funding trials of circular economy solutions for buildings and the construction industry with five pilot projects in Europe. The ultimate goal is to demonstrate the effectiveness at scale of these novel solutions for demolition, construction waste handling and reclamation. Eiffage is participating in the trials at a pilot site in the Île-de-France region, in conjunction with the Métropole du Grand Paris (the authority for Greater Paris). The pilot aims to flesh out reuse and recycling around a physical and digital hub that centralises materials and waste flows in the Île-de-France region.

# EIFFAGE AMÉNAGEMENT  
# EIFFAGE GÉNIE CIVIL



## Biodiversity

### Joining the Clean Harbours initiative

As the joint holder alongside Sodeports of the 30-year concessions for 10 Bay of Toulon marinas and for the Baie des Anges marina in Villeneuve Loubet (France), Eiffage has entered the Clean Harbours Active in Biodiversity certification programme. Under this programme, we implement and manage sustainable development solutions to protect biodiversity, develop renewable and low-carbon energies, and manage water and waste more effectively.

# EIFFAGE CONCESSIONS

# Growth opportunities from the energy transition

Our activities in energy services are seeing particularly strong growth due to the energy transition at work across Europe. Expanding energy markets, boosted by digitalisation, are reshaping the Group, increasing the contribution of its energy businesses alongside those in construction, property development and concessions. The ramp-up of maintenance and control contracts as well as solar, wind and nuclear energy generation projects illustrate this trend. By diversifying and multiplying energy sources, we are contributing to energy sovereignty in Europe and we are well positioned to capitalise on these powerful growth drivers.

## Making the difference

### Strengthening our presence in European markets

Confident in the growth momentum of energy services markets across Europe, we focus our development on organic growth in our existing entities as well as on acquisitions targeting companies firmly established in the areas they serve. In 2024, we strengthened our presence in France, Switzerland, the Netherlands and Germany, which is now Eiffage Énergie Systèmes' third-largest market after France and Spain.



**€1.5 billion**

in new orders at Smulders  
in offshore wind\*

**No. 3 worldwide**

in turnkey ground-mounted  
solar power plants\*

\* 2024 key figures.



## Renewable energies

### Standout offshore wind projects

Smlders, Eiffage Métal's subsidiary in Belgium and the European leader in turnkey metal structures for offshore wind farms, won 11 major contracts in 2024, including those for:

- four electrical substations, undertaken as part of a consortium, for the first artificial energy island in the world, located off the Belgian coast;
- the platform and foundations for two electrical substations and 100 transition pieces, as a member of a consortium, for the Bałtyk 2 and Bałtyk 3 offshore wind farms off the coast of Poland;
- the foundations for both substations to be built for the Centre Manche 1 and Centre Manche 2 offshore wind farms off the Contentin peninsula in Normandy (France).

# EIFFAGE MÉTAL

## Nuclear

### Launch of preparatory work on the EPR2 site in Penly

In late 2023, Eiffage won the contract awarded by EDF for civil engineering works relating to the first two EPR2 nuclear reactors at the Penly site, valued at more than €4 billion. Since then, our teams have remained fully mobilised to work in coordination with EDF and its partners on the design and methods phase. In late 2024, as part of the preparatory work prior to the construction of the reactors, work began on an extension to the existing offshore platform.

# EIFFAGE CONSTRUCTION  
 # EIFFAGE GÉNIE CIVIL  
 # EIFFAGE MÉTAL  
 # EIFFAGE ÉNERGIE SYSTÈMES

## Renovation

### First-class offices

Our offers meet the energy performance requirements of buildings and improve their climate resilience. We also align our own property portfolio with our carbon/climate strategy. In Brussels, Eiffage Construction's new headquarters has reduced its energy footprint by 62%. In Saint-Ouen (France), the former Ricqlès plant is now home to Eiffage Construction's Île-de-France teams, after undergoing a complete renovation with an emphasis on low-carbon and recycled materials.

# EIFFAGE CONSTRUCTION  
 # EIFFAGE IMMOBILIER  
 # EIFFAGE ÉNERGIE SYSTÈMES  
 # GOYER

# Riding the wave of sustainable mobility

Sustainable transport is key to reaching carbon neutrality in Europe. Through our presence in regions across France, we support our customers in the decarbonisation of transport by offering practical solutions for alternative forms of mobility to help reduce emissions. We build, renovate and operate low-carbon infrastructure such as high-speed rail lines and local transport networks. In addition, we further encourage the decarbonisation of transport by creating carpool parking areas and installing electric vehicle charging stations.

**20.55%**

of the capital of Getlink, which holds the concession for the Channel Tunnel, is owned by Eiffage

**100%**

of service areas on our motorway networks are equipped with charging points

**6,468**

employees have received training in eco-driving practices

## Making the difference

### Inventing the low-carbon road of the future

A green chemistry pioneer, in particular through its development of biosourced binders combined with recycled asphalt aggregates, Eiffage Route operates two research laboratories employing around a hundred engineers and technicians. For some projects, we also work in partnership with universities, engineering schools, institutions and start-ups.

© M. Mellouk

## Motorways

### A charging corridor for electric trucks

In 2024, APRR and the Engie subsidiary Viane opened Europe's first charging corridor for electric trucks between Paris and Lyon. Comprised of five ultra-fast charging stations between 400 and 480 kW, this network allows two electric-powered trucks or coaches to charge simultaneously in 45 minutes. The stations are installed about every 150 km on the A5b and A6 motorways in both directions. The corridor aims to reduce greenhouse gas emissions from heavy vehicles, which account for 40% of France's transport emissions.

#### # MOTORWAY CONCESSIONS

## Airports

### Building the airport of tomorrow

Toulouse-Blagnac Airport, which is 49.99% owned by Eiffage, has embedded sustainability and responsibility in its approach to the development of its activity for the benefit of its region and beyond, with the aim of reaching net zero by 2029. This determination is borne out by initiatives including its efforts to encourage a modal shift away from private car use by airport passengers, its ultra-fast electric charging station, its new photovoltaic facilities, its fleet of electric service vehicles and its involvement in the development of a biofuel supply chain.

#### # EIFFAGE CONCESSIONS



## Railways

### Recognised expertise

From the operation of the Bretagne - Pays de la Loire high-speed line until 2036 to the construction of the HS2 high-speed line between London and Birmingham and the start of work on the Rail Baltica high-speed line in Latvia, Eiffage is a recognised leader in the rail sector and carries out major projects across Europe. The Group is also working to advance sustainable urban mobility. In particular, our teams have taken part in nearly all the tram and bus rapid transit projects launched over the last 20 years throughout France. We are currently at work on two packages for the future Line C of the Toulouse metro and won the contract for Line 15 East of the Grand Paris Express, our 36th contract relating to this vast programme.

# Eiffage is making the difference...

## ... by contributing to the ecological transition

Construction of the Jasmund electrical substation for the Windanker offshore wind farm in the German Baltic Sea.



© STRAUDELIS

## ... by connecting regions

Operation of the A79 motorway between Digoin and Sazeret, the first motorway section in France to offer free-flow tolling over its entire length.



© H. P. V. D.

## ... by building tomorrow's infrastructure

Delivery of the 45,000 sq. metre Paris-Saclay hospital within the Nord Essonne hospital complex.



© Bienvu Solutions

## ... by preserving our cultural heritage

Participation in the restoration of Notre-Dame cathedral in Paris.



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Watch the "Making the difference" video

