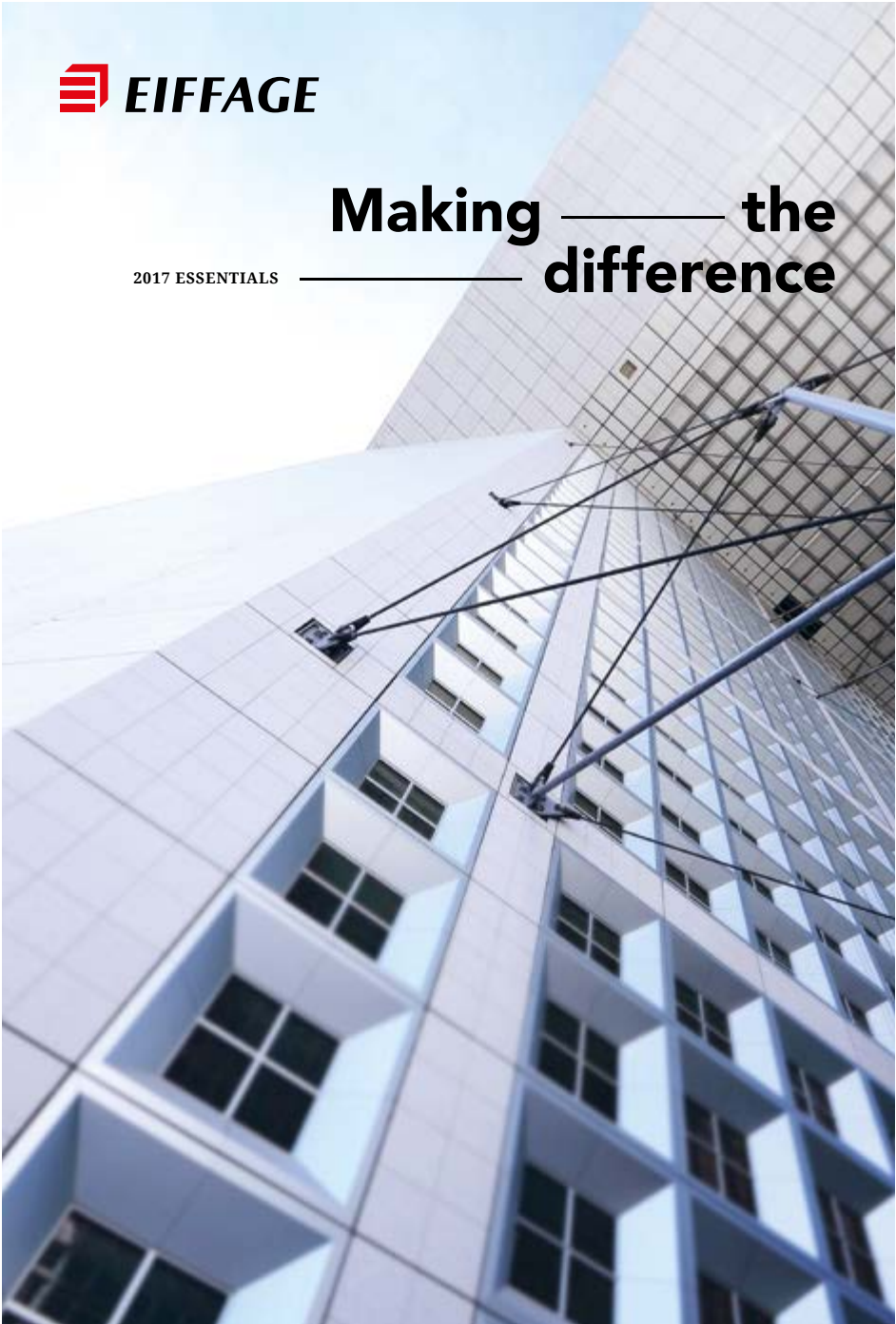




Making ——— the difference

2017 ESSENTIALS ———



Key figures

A Group with solid foundations

€15bn

in revenue

€13bn

order book at
December 31st 2017

€512m

net profit, Group share,
excluding the impact
of a €33m non-recurring
adjustment to deferred
tax assets

A Group in motion

65,000

employees in total

15,000

employees outside
France

2,200

employees aged
under 26 recruited
in France

An integrated Group

4

divisions

8

business lines

100,000

projects per year

Profile

We made the difference once again in 2017, with over 100,000 projects in France and operations in more than 50 countries, generating €15 billion in revenue.

To achieve these results, we built on the daring and creative nature of our 65,000 employees, as well as our wide-ranging know-how and our eight complementary business lines to enable us to carry out high value-added projects.

The Group's compact structure, our teams' cohesion around a set of strong values and our employee share ownership are also significant assets for our development.

Exemplary attitude and responsibility are priorities in all our decisions. Our zero-risk goal in safety and prevention clearly shows how we put our employees first.

Eiffage around the world

Rooted in Europe, active in more than 50 countries

— Eiffage’s local network in France ensures close relationships with our customers, in turn securing the quality of our projects. We also have firm roots in Europe, where we are durably strengthening our positions. We assist our customers with their projects all over the world by bringing our expertise in export markets. —

EIFFAGE AROUND THE WORLD

EIFFAGE AROUND THE WORLD



€3.2bn

in international revenue in 2017, including €0.5bn outside Europe.



15,000

employees outside France (at December 31st 2017).

Activities – Providing state-of-the-art expertise for customers' projects



Chirec Hospital — Auderghem (Belgium)



Kamoro bridge — Madagascar



Clévia — The new brand for energy and climate engineering activities



Millau viaduct — Aveyron (France)

CONSTRUCTION CONTRACTOR AND CONCESSION OPERATOR

CONSTRUCTION CONTRACTOR AND CONCESSION OPERATOR

Construction

Eiffage Construction
Eiffage Immobilier
Eiffage Aménagement

Our Construction division coordinates a range of complementary businesses: urban development, property development, construction, maintenance and works & services.

€3.8bn

Revenue
(up 2.3%)

11,100

Employees

Infrastructures

Eiffage Route
Eiffage Génie Civil
Eiffage Métal

Our roads, civil engineering and metallic construction businesses are grouped together in the Infrastructures division. This division manages the range of skills required to design and build infrastructures on land and offshore.

€4.7bn

Revenue
(up 8.8%)

23,400

Employees

Energy Systems

Eiffage Énergie Systèmes

Our Energy Systems division designs, builds, operates and maintains electrical, industrial, HVAC and energy equipment and systems.

€3.8bn

Revenue
(up 9.3%)

25,700

Employees

Concessions

Eiffage Concessions
APRR

Our Concessions division specialises in concession-based motorway operation and the management of large infrastructure projects, public facilities, buildings and urban developments.

€2.7bn

Revenue
(up 7.2%)

4,200

Employees

— The balance between our contracting and concessions businesses provides a strong financial fit between short-cycle and long-cycle businesses, ensuring an enviable level of stability. —



Marseille (France) —
For the Smartseille eco-neighbourhood, Eiffage rolled out innovative solutions including eco-designed and mixed-use buildings, and shared energy supplies.

New offerings, new ambitions

Creating sustainable cities that nurture a sense of community, breaking down barriers and working closely with authorities to address local needs are among the themes addressed by our teams. We operate as an all-round contractor and integrator, promoting macro-scale sustainable development, with particular expertise in intelligent buildings, faithful restoration of our cultural heritage, renewable energy production, eco-design, new forms of mobility and services to industry. —

Sustainable cities

Cities designed for their residents

Building a sustainable city implies ensuring that its constituent neighbourhoods are able to adapt to new lifestyles and change over time. It is also important to offer residents a high quality of life, by providing affordable, eco-friendly buildings, shared utility networks, and safe, environmentally sound communities. We apply all our expertise to make towns and cities more resilient to the consequences of climate change, more beautiful, more effectively integrated and better adapted to the needs of all generations, both now and in the future.



Nice (France) — We provide our expertise to local authorities as they design large-scale urban projects.



Cocoon'Agés (France) — This inter-generational housing concept is on display at the showroom in Aubagne, South of France.

Created in 2017, Eiffage Construction Bois offers environmentally friendly, flexible and responsive turnkey solutions that supplement the conventional wood industry.

Smart cities – sustainable, desirable cities for tomorrow's world – must adapt to the consequences of climate change and the profound sociological shifts already underway.

Eiffage Aménagement and Eiffage Immobilier harness their expertise to propose urban projects that address communities' precise requirements.

Communities and mobility

Inventing new forms of mobility

As an infrastructure builder and manager, we are one of the key stakeholders in land development efforts in France and around the world. Drawing on our wide-ranging expertise in roads and motorways, tramways, metro and railway lines, docks and ship locks, we facilitate urban and intercity travel, modernising infrastructures, building missing links and creating new transport corridors. We are reinventing means of transport and fostering innovative travel practices to serve users more effectively.



Rennes Metro (France) — By September 2017, more than half of the viaduct deck sections had already been built, representing a total length exceeding 1,200 m.

4,500 employees worked on-site for the Bretagne–Pays de la Loire high-speed rail line.

Over €2bn in contracts won by Eiffage in 2017 and 2018 for the Grand Paris Express project.

86 engineering structures under construction for the future high-speed rail line linking London and Birmingham (HS2).

NEW OFFERINGS, NEW AMBITIONS

NEW OFFERINGS, NEW AMBITIONS

Energy transition

Committed to sustainable development

As a result of our collaborative innovation policy and sustained investment in research and development, we are now a major player in low-carbon construction, sustainable roads and renewable energy, enabling us to tackle the major environmental challenges of the 21st century.



Photovoltaic power plant, Quilapilún (Chile) — Eiffage Énergie Systèmes, through its Spanish subsidiary Eiffage Energía, is building the installations of this 98 MW power plant.

Works and services for industry

State-of-the-art expertise

Both in France and further afield, we work alongside leading industrial firms in the aviation, automotive, nuclear, petrochemicals, health and construction sectors, sharing our expertise in industrial systems design, integration and maintenance, as well as production, testing, inspection and compliance assessment processes.



Kourou (French Guiana) — The Eclair6 consortium led by Eiffage continued work building infrastructures for ELA 4, the new Ariane 6 launch complex, scheduled for handover in 2018.

NEW OFFERINGS, NEW AMBITIONS

NEW OFFERINGS, NEW AMBITIONS

In late 2017, we presented the **Luciole®** process, in which a new road surfacing material is used in combination with intelligent street lighting to reduce public authorities' electricity costs and decrease light pollution.

300,000

solar panels were installed in the plant in Quilapilún (Chile). This solar power plant has been supplying 110,000 homes since July 2017.

30%

of the energy consumed in the Smartseille eco-neighbourhood in Marseille is obtained by energy solidarity between buildings.

As a longtime partner to the nuclear industry and a polar crane specialist, Eiffage Métal was a natural choice for EDF's "Grand Carénage" revamping programme that aims to extend the service lives of nuclear power plants.

Clemessy has been a partner to the automotive industry since the post-war years, building particularly strong relationships with Renault-Nissan, PSA and General Motors, as well as OEMs such as Valeo.

Teams from Eiffage Énergie Systèmes are involved in the project to convert the Total plant in La Mède to a biorefinery.

Human resources at the centre of our strategy

Exemplary attitude and responsibility are the foundations of our organisation. Transparency and trust guide our decisions. Courage, lucidity and tenacity are the driving forces behind our development. Our ambition to achieve zero-risk operation in risk prevention clearly demonstrates that our employees are our primary concern. We must strive to preserve our ability to train, retain and attract talent. The outreach of the Eiffage Foundation illustrates our teams' growing commitment at grassroots level in the areas in which we operate. —



Risk prevention

Protect our personnel

Prevention and safety in the workplace are fundamental focus areas of the Eiffage 2020 strategic plan, and two priority goals. Extensive efforts, including awareness campaigns, training and safety audits, are being rolled out across the Eiffage Group to encourage safe practices and ultimately achieve the zero-risk target.



Promoting best practices —

A communication campaign on “Basic Safety Rules” has been rolled out in France and the European subsidiaries. All employees received a handbook setting out the mandatory actions.

Training and career development

Developing skills and training for the future

Training our employees is a key factor for the success of our Group, allowing us to support careers while developing the skills Eiffage needs to prepare for the future.



Continuous training —

The Eiffage University offers over 500 training modules, taught on the campuses at Vélizy-Villacoublay, Lyon and Mulhouse, as well as online through the e-learning platform launched in 2017.

HUMAN RESOURCES AT THE CENTRE OF OUR STRATEGY

HUMAN RESOURCES AT THE CENTRE OF OUR STRATEGY

188

accidents causing bodily injury or damage to vehicles occurred while staff were working on our motorway network in 2017.

2,129

best practices were listed in 2017 via the Safety Force® application.

2,000

risk situations were reported via SafeStart®, our accident prevention programme in the workplace and in the home.

2.4%

of Eiffage’s payroll was allocated to training in 2017.

Specific courses leading to a qualification are also offered to high-potential managers in all the business lines, in partnership with engineering and business schools.

The telecoms branch of Eiffage Énergie Systèmes organises training programmes on fibre optic installation open to the general public. 57% of those who took part were offered permanent employment contracts at the end of the course.

Work integration

Fostering access to work for all

Eiffage strives to give as many people who are unqualified or experiencing difficulty finding work a chance to earn a qualification and have a long-term career in a large company. This commitment is reflected in the work integration policy deployed in all the Group's entities, in partnership with local integration specialists.



Companies and Neighbourhoods Charter — The integration of young people from disadvantaged neighbourhoods is addressed through a specific Group policy in the Companies and Neighbourhoods Charter.



Reunion Island — 47,600 work integration hours were conducted through the Grande Chaloupe viaduct project. Seven individuals were hired during the project.

36,050

work integration hours, beyond the initial target, were logged on the Grande Chaloupe viaduct project (Reunion Island).

20%

increase in the number of APRR and AREA employees with disabilities between 2014 and 2017.

Our work integration policy seeks to enable employees to earn qualifications via work-study and apprenticeship contracts. It is supported by the initial training centres created by Eiffage entities.

Employee share ownership

A collective mindset

Employee share ownership was first introduced in 1989 and swiftly developed in France and abroad. Today, it is part of Eiffage's identity, reflecting our ambition to foster a sense of belonging and let our employees share in the success of our projects and the results of our growth.



Implicating employees in the success of our projects — In 2017, 40,700 employees subscribed to the capital increase, i.e. 65.2% of eligible employees, for a total amount of €160 million.

1989

Eiffage launched employee share ownership.

Over 70%

of our employees were shareholders in 2017.

19.6%

of the Group's capital is held by employees.

HUMAN RESOURCES AT THE CENTRE OF OUR STRATEGY

HUMAN RESOURCES AT THE CENTRE OF OUR STRATEGY

Eiffage Foundation

Hand in hand with people in need

Founded in 2008, the Eiffage Foundation has supported over 200 projects in nine years. It pursues the mission of contributing to the social and work integration of people in difficulty. In 2018, the emphasis is on one of the Eiffage Foundation's core focuses: the citizen commitment of Group employees.



Bordeaux (France) —

The Eiffage Foundation sponsors the "Maison de Joseph" project, which offers around 100 homeless individuals help in finding housing and employment.

Eiffage and sport

For the love of challenge

Eiffage has always attached great importance to sport. Whether initiated spontaneously by employees or instigated by the Group, sport unites us around the shared goal of tackling challenges together and flying Eiffage's colours.



Grenoble (France) —

On May 21st 2017, APRR organised the Trièves Triathlon on a section of the A51 motorway closed to traffic.

Over 230

employees have been involved in citizen projects since 2008.

12

citizen projects were selected in 2017 on the crowdfunding platform Ulule, with the theme "living well together wherever we are".

In 2017, our foundation signed a three-year partnership with the association Solidarités nouvelles face au chômage (SNC), which accompanies 3,800 jobseekers on their way to regaining access to work.

8

top athletes have joined Eiffage under the Performance Pact since 2014, aimed at facilitating their professional redeployment.

250

employees are licensed members of Les Furets d'Eiffage, a company running club affiliated with the French Athletics Federation.

Eiffage sponsors X2015 class at the École polytechnique until June 2018. This is a means of strengthening our connections with students and giving them an insight into our businesses.

Course Eiffage du Viaduc de Millau en Aveyron, a race between heaven and earth

23.7

km race.

4,920

m along the viaduct, 270 m above ground.

First run in 2007 and organised every two years, the Course Eiffage du Viaduc de Millau en Aveyron has become a widely anticipated event in the running calendar. In 2018, nearly 11,000 participants were on the starting line on Sunday May 27th to cross the viaduct towering above Millau and the stunning valley of the Tarn in Aveyron.

What makes the race so extraordinary is that the Millau viaduct is the tallest bridge in the world, with a pier that reaches a height of 245 m. With an uphill climb of 390 m and a total distance of 23.7 km, runners can feel proud for having accomplished such a feat. In 2018, the race cemented its place on the list of leading international running events, with entrants from 30 countries around the world. —

“A challenge worthy of your talent.”

Slogan of the 2018
Course Eiffage du Viaduc de Millau en Aveyron.



2017

Eiffage in images



FRANCE

— Grande Arche at La Défense,
near Paris

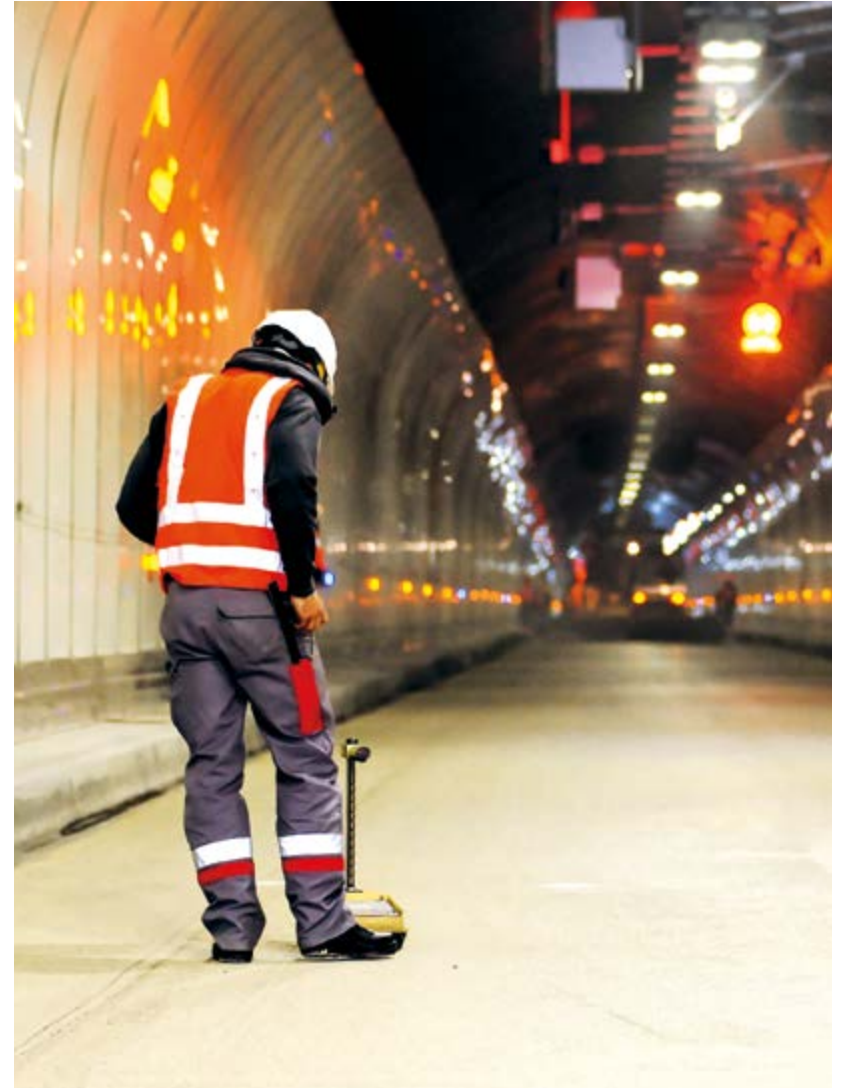
In partnership with the Valode & Pistre architects firm, Eiffage financed, designed and renovated the south wall and roof of the Grande Arche. The Group will be responsible for maintenance until March 31st 2036. —



FRANCE

— Ateliers Jourdan-Corentin-Issoire, Paris

Eiffage Construction and Eiffage Immobilier inaugurated this industrial and property complex, an innovative, mixed urban development project led by the RATP and built on a bus depot. —



FRANCE

— Tunnel du Chat, Savoie

Teams from Eiffage Génie Civil and Eiffage Route completed the conformity work on the tunnel from April to November 2017. —



SENEGAL

— Sainte-Épiphanie Church, Nianing

Teams from Eiffage Sénégal spent three years building the church, an extraordinary shell-shaped construction representing a real technical and artistic feat. —



FRANCE

— The Hoxton, Paris

After three years of extensive renovation works in this former 18th-century mansion, our subsidiary Pradeau Morin handed over the keys to the 172 rooms of this new four-star hotel filled with English charm. —

**FRANCE**

— **Extension of line 14 as part of the Grand Paris Express project**

The Eiffage Génie Civil teams are building, as part of a consortium, the extension of line 14 on the Paris Metro. —

**FRANCE**

— **L'Herminier secondary school, La Seyne-sur-Mer**

We restructured this 800-pupil secondary school and are now responsible for maintenance. —

**FRANCE**

— **Winter road clearance**

APRR and AREA's 700 snowploughs and salt spreaders are equipped with GPS devices to better manage snow clearance and salting frequencies. —

**FRANCE**

— **Urbalad RDI Campus, Ladoux**

Eiffage handed over the second phase of Michelin's campus dedicated to global research and development. —

**FRANCE**

— **A89-A6 link**

On behalf of APRR, Eiffage Génie Civil teams completed work on this 5.5 km section which connects Bordeaux to Geneva by motorway. —

**FRANCE**

— **Environment**

Eiffage Génie Civil is building two wind farms in Guadeloupe and Martinique, which are scheduled to begin operating in 2018. —

**FRANCE**

— **Telecommunications**

Eiffage Énergie Systèmes saw strong growth in the telecommunications and fibre optics activity in 2017. —

**FRANCE**

— **Seine-Aval wastewater treatment plant**

A modernisation project worth more than €400 million carried out by Eiffage Génie Civil teams as part of a consortium. —

**FRANCE**

— **Grand Hôtel-Dieu, Lyon**

With 40,000 m² of renovated space and 11,500 m² of new-build space, Eiffage has written a new chapter in the story of this historic building. —

**INTERNATIONAL**

— **Maritime works**

Eiffage acquired the maritime works entity of the Saipem group, which has operations in Kuwait (photo), Panama, Congo and Monaco, and created Eiffage Génie Civil Marine. —

**FRANCE**

— **Eiffage Foundation**

With support from the Eiffage Foundation and the non-profit organisation Article 1, 50 Eiffage employees volunteered to contribute to the academic and professional success of secondary school pupils and students. —

**UNITED KINGDOM**

— **Smulders, Newcastle upon Tyne**

The Newcastle upon Tyne site of our subsidiary Smulders has a high production capacity for offshore wind farm foundations and substations. —



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