

Embracing new horizons



Joël Rousseau, Chairman of the Strategy Board



After a year that put our growth dynamic on hold, NGE resumed its forward momentum in 2021. Even faster and even stronger. So now, it's green lights all the way. The contracts are in place in France and internationally, more and more synergies are coming into play, and the results speak for themselves.

Better still, other new growth and development opportunities are emerging as we position ourselves to take advantage of more business sectors.

Our ability to move forward at a very early stage into expanding markets and initiate new models of collaborative working with customers opens up some very promising prospects for the future.

The culture of Montefiore Investment aligns perfectly with our own, which puts people at the heart of our corporate purpose

The fact that the NGE business model works so well is thanks primarily to its core values of collective solidarity, mutual trust and adventurous spirit. These are the values that guide our daily actions and which make us the people we are today. In 2021, we welcomed Montefiore Investment as a financial partner with a substantial equity investment in the Group. This choice of investor is fully consistent with our historical values. The culture of Montefiore Investment aligns perfectly with our own, which puts people at the heart of our corporate purpose, commits to the long term and supports our growth ambitions.

The global economy is not a tranquil flowing river: a health crisis, sharp rises in the prices of raw materials and inflation against a backdrop of geopolitical crisis... As in the past, our responsiveness and agility will always enable us to find new ways to grow and strengthen our business portfolio.

The capital structure we now have following the arrival of Montefiore Investment gives us the strengths and clear support we need to put our entrepreneurial plans into action. NGE is stronger today than at any time in its history. Our culture will be the powerhouse that drives our development.

JOINT INTERVIEW

Strong and very healthy growth



Antoine Metzger, Chairman Jean Bernadet, Chief Executive Officer

In 2021, NGE bounced back perfectly to deliver a sustained level of robust growth driven by teams who are highly committed and closely involved with the future of their company. This growth is now also supported by a new long-term financial partner. We look back over the intense year of 2021 with Chairman Antoine Metzger and CEO Jean Bernadet.

What should we take away from 2021 in terms of business activity and results?

ANTOINE METZGER: After an unprecedented year in 2020, when NGE held up very well given the circumstances, 2021 was a year of recovery for the Group. We are now back on our growth track, and able to report a 16% increase in business activity. In very real terms, this is the result of the massive commitment shown by our people, which reveals and highlights the full potential of our collective strength. Our operating context is also very positive, with new sectors now in development, sustained levels of business activity in our Regions and major projects of structural significance in France and internationally, which give us excellent forward visibility. Take the Grand Paris Express infrastructure project, for example, where we have a strong presence in several work packages, and there are many other major international infrastructure projects of a similar scale. Our optimism is justified and supported by our order bank of €4.4 billion.

JEAN BERNADET: Our 2021 recovery is reflected not only in the figures, but also in the overall dynamic impetus of the company and in the energy that is so clear to see throughout NGE and its teams. Our status as a challenger in our markets is confirmed on a daily basis by our speed of response, fresh ideas and adven-

turous spirit, which set us apart very distinctively from our competitors.

This SME mindset is also reflected in the way we win contracts, conduct business, manage project worksites, and attract and train our people. We are primarily entrepreneurs who stand out from the crowd for our local presence, operational excellence and high-quality teams. This pleasure in working together as a team gives us a quality of energy that changes everything, especially when it comes to identifying and opening up new markets.

“By 2025, we expect NGE to be employing 20,000 people, and reporting annual revenue of €3.5 billion”.

JEAN BERNADET, Chief Executive Officer

How do you go about attracting and training new employees?

J.B. Given today's labour market where demand outstrips supply, recruitment is a major challenge. But we are succeeding in attracting new people on the basis of our reputation as an employer, our local identity and working closely with all stakeholders in local employment markets. Attracting new generations is a painstaking process that involves all our employees, because they are our most effective ambassadors. With our in-house training centre - which is also a government-approved apprenticeship training centre, training remains one of our greatest strengths as an employer. Our expertise in educational engineering

allows us to award a range of professional qualifications, while our network of in-house tutors are involved on a daily basis in passing on the Group's expertise and culture; both these strengths are helping us to prepare the next generation today.

A. M. Combined with the high level of employee turnover across our core businesses, our dynamic growth is driving a very significant level of recruitment demand. Our forecasts show that we will need to recruit around 4,000 new people every year for the next 5 years; a level we have successfully met for the past 3 years. We do this by going out to meet young people with initiatives like our Job-Tour travelling showroom that visits schools all over France, and by reaching out to jobseekers through every available channel. We then do everything we can to retain our employees by perpetuating our characteristic people-centric HR management model, making career progression a reality and encouraging people to own shares in the company they work for. As a result of these efforts, 21% of our employees are now NGE shareholders. That's the highest rate of employee share ownership in our industry, and something we're particularly proud of!

How is NGE progressing with its 2021-2025 roadmap?

J. B. In 2021, we made good progress on all five of the central priorities set out in our business plan. Our accelerated pace of development in concessions is firmly underway in France, with projects such as the section of the A69 motorway between Toulouse and Castres, for which we will also be supplying construction services. Our ambition now is to repeat this rate of growth in international markets, through projects like the full fibre broadband rollouts in England and Germany, and our rail project in Uruguay. We have also consolidated our leading position in the market for major projects in France and abroad. At the same time, we are intensifying synergies between all our entities, and developing the Multi-expertise Regions that contribute more than €1 billion in annual revenue. And, of course, since we are primarily entrepreneurs, we are establishing strong positions in new markets like smart grids, low-carbon hydrogen and all the businesses and services that contribute to the creation of a better living environment. By 2025, we expect NGE to be employing

20,000 people, and reporting annual revenue of €3.5 billion. These figures are based on a projected average year-on-year growth rate of 8%. To achieve them, we plan to invest €1 billion over the next 5 years in concessions, equipment and external growth. We will achieve this growth without ever compromising the values central to our DNA.

How is NGE responding to the challenges posed by CSR?

A. M. Corporate social responsibility is at the absolute heart of NGE strategy, and we are determined to make it a daily reality on every one of our worksites.

“CSR must be a daily reality on all our worksites, and become an integral part of our culture. Infusing it into all strata of the company can only be achieved at operational level, because CSR is not something that can be decreed from the top down; it has to be part of daily life”.

ANTOINE METZGER, Chairman

We have set ourselves a series of ambitious - but achievable - targets, such as reducing our greenhouse gas emissions by 4% per year. We are continually reviewing and improving our operating procedures to reduce our environmental footprint and spread our CSR culture throughout the company. Our commitment to meeting the challenges of the future was strongly underlined by the fact that NGE raised up to €500 million in additional funding at the end of 2021, which is dependent on achieving three key CSR indicators: gender equality, occupational safety and reductions in greenhouse gas emissions. As a result, almost one third of our debt is now directly linked to achieving our CSR ambitions. If those targets are not met, NGE will not only be subject to financial penalties, but will also make donations to non-profit organisations working on the same issues as those addressed by our CSR indicators.

EXECUTIVE



Antoine Metzger Jean Bernadet Stéphane Pérez Orso Vesperini Laurent Amar Jean-Sébastien Leoni

COMMITTEE



Thierry Bodard Michel Lavédrine Bruno Pavie Joël Pérelle Thierry Robert

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Chairman

Jean Bernadet
Chief Executive Officer

Stéphane Pérez
Deputy Chief Executive Officer

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Laurent Amar
Executive Vice President

Jean-Sébastien Leoni
Executive Vice President

Strategy Board

Joël Rousseau, Chairman of the Strategy Board
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Geneviève Féron-Creuzet, **Emeric Fossorier**, **Michel Lavédrine**,
Jean-Sébastien Leoni, **Antoine Metzger**, **Michel Pavoine**,
Stéphane Pérez, **Jacques Potdevin**, **Henri Topiol**, **Orso Vesperini**