

# GROUP

MARKET CAPITALISATION  
AT 31 DECEMBER 2020  
**€50 billion**

GROUP COMPANIES WITH NO  
LOST-TIME WORKPLACE ACCIDENTS<sup>(2)</sup>  
**75%**

BUSINESS UNITS<sup>(1)</sup>  
**3,200**

WORKSITES<sup>(1)</sup>  
**270,000**

**A world leader**  
IN CONCESSIONS, CONSTRUCTION  
AND ENERGY

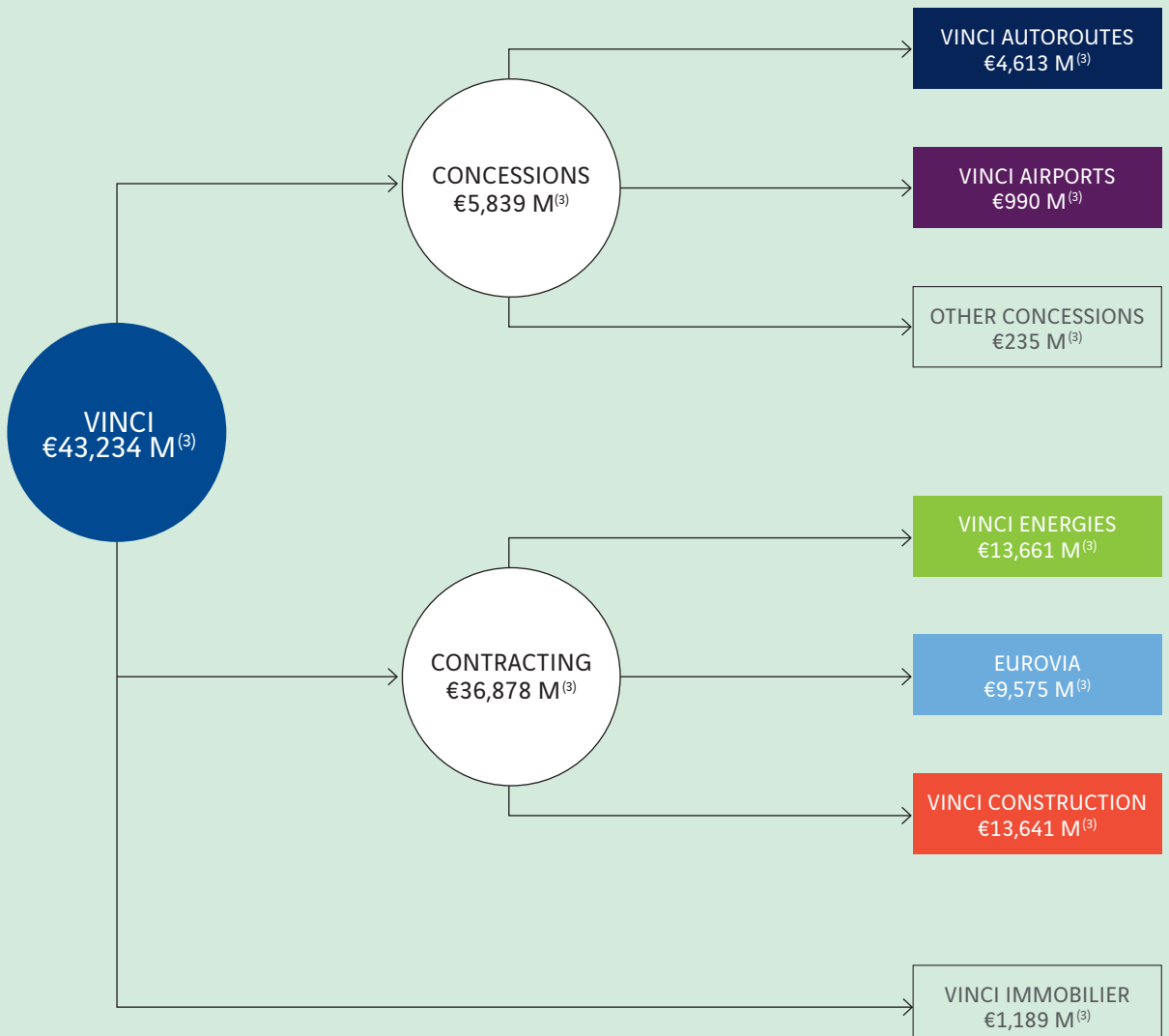
OPERATIONS IN SOME  
**120 countries**

EMPLOYEES WORLDWIDE<sup>(2)</sup>  
**217,731**

CREDIT RATINGS  
STANDARD & POOR'S  
**A-/A2** stable outlook  
MOODY'S  
**A3/P1** stable outlook

**130-year**  
HISTORY

## SIMPLIFIED ORGANISATION CHART



(1) Estimates. (2) At 31 December 2020. (3) Revenue at 31 December 2020.

# GROUP

## REVENUE<sup>(1)</sup>

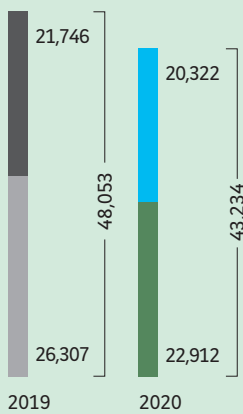
€43.2 billion

## NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

€1,242 million

### REVENUE<sup>(1)</sup>

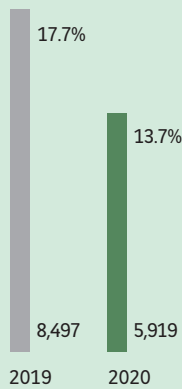
(in € million)



■ France ■ International

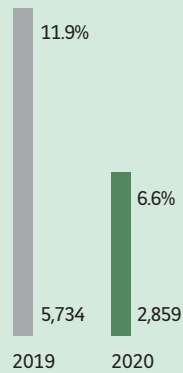
### EBITDA<sup>(3)</sup>

(in €m and as a percentage of revenue<sup>(1)</sup>)



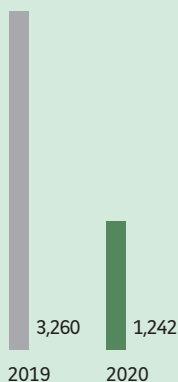
### OPERATING INCOME FROM ORDINARY ACTIVITIES

(in €m and as a percentage of revenue<sup>(1)</sup>)



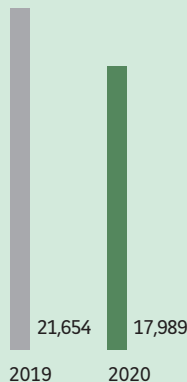
### NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

(in € million)



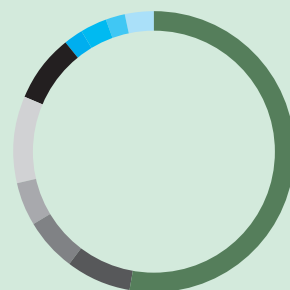
### NET FINANCIAL DEBT AT 31 DECEMBER

(in € million)



### REVENUE<sup>(1)</sup> BY GEOGRAPHICAL AREA

(in €m and as a percentage)



Geographical Area	Revenue (€m)	Percentage
France	22,912	53.0%
Germany	3,213	7.4%
United Kingdom	2,589	6.0%
Central and Eastern Europe	2,214	5.1%
Rest of Europe	4,260	9.9%
North America	3,364	7.8%
Central and South America	946	2.2%
Africa	1,386	3.2%
Russia, Asia and Middle East	1,013	2.3%
Oceania	1,337	3.1%

# GROUP

## REVENUE<sup>(1)</sup> BY BUSINESS

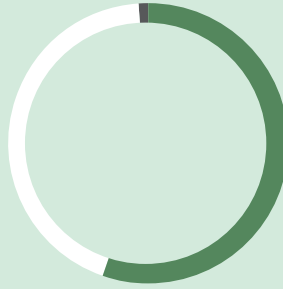
(in €m and as a percentage)



■ Concessions	5,839	13.5%
■ Contracting	36,878	85.3%
■ Property and intragroup eliminations	517	1.2%

## OPERATING INCOME FROM ORDINARY ACTIVITIES BY BUSINESS

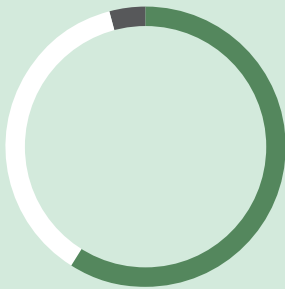
(in €m and as a percentage)



■ Concessions	1,586	55.5%
■ Contracting	1,244	43.5%
■ Property and holding companies	28	1.0%

## EBITDA<sup>(3)</sup> BY BUSINESS

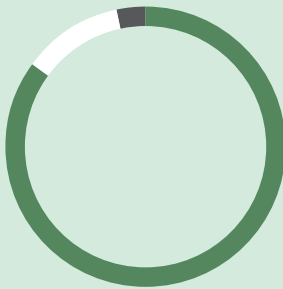
(in €m and as a percentage)



■ Concessions	3,491	59.0%
■ Contracting	2,188	37.0%
■ Property and holding companies	240	4.0%

## CAPITAL EMPLOYED<sup>(2)</sup>

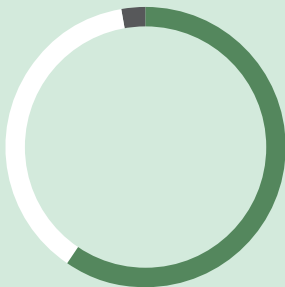
(in €m and as a percentage)



■ Concessions	39,304	85.0%
■ Contracting	5,477	11.8%
■ Property and holding companies	1,477	3.2%

## NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT BY BUSINESS

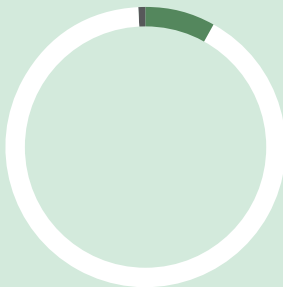
(in €m and as a percentage)



■ Concessions	740	59.6%
■ Contracting	469	37.8%
■ Property and holding companies	33	2.6%

## WORKFORCE<sup>(2)</sup>

(in €m and as a percentage)



■ Concessions	17,556	8.1%
■ Contracting	198,804	91.3%
■ Property and holding companies	1,371	0.6%

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies (2020: €696m). See glossary (page 386).

(2) At 31 December 2020.

(3) Cash flows from operations before tax and financing costs. See glossary (page 386).