

MARKET CAPITALISATION
AT 31 DECEMBER 2023
€67 billion

A world leader
IN CONCESSIONS, ENERGY
AND CONSTRUCTION

BUSINESS UNITS⁽¹⁾
4,000

WORKSITES⁽¹⁾
308,000

OPERATIONS IN MORE THAN
120 countries

GROUP COMPANIES WITH NO
LOST-TIME WORKPLACE ACCIDENTS⁽²⁾
74%

EMPLOYEES WORLDWIDE⁽²⁾
280,000

LONG-TERM CREDIT RATINGS
STANDARD & POOR'S

A- stable outlook

MOODY'S

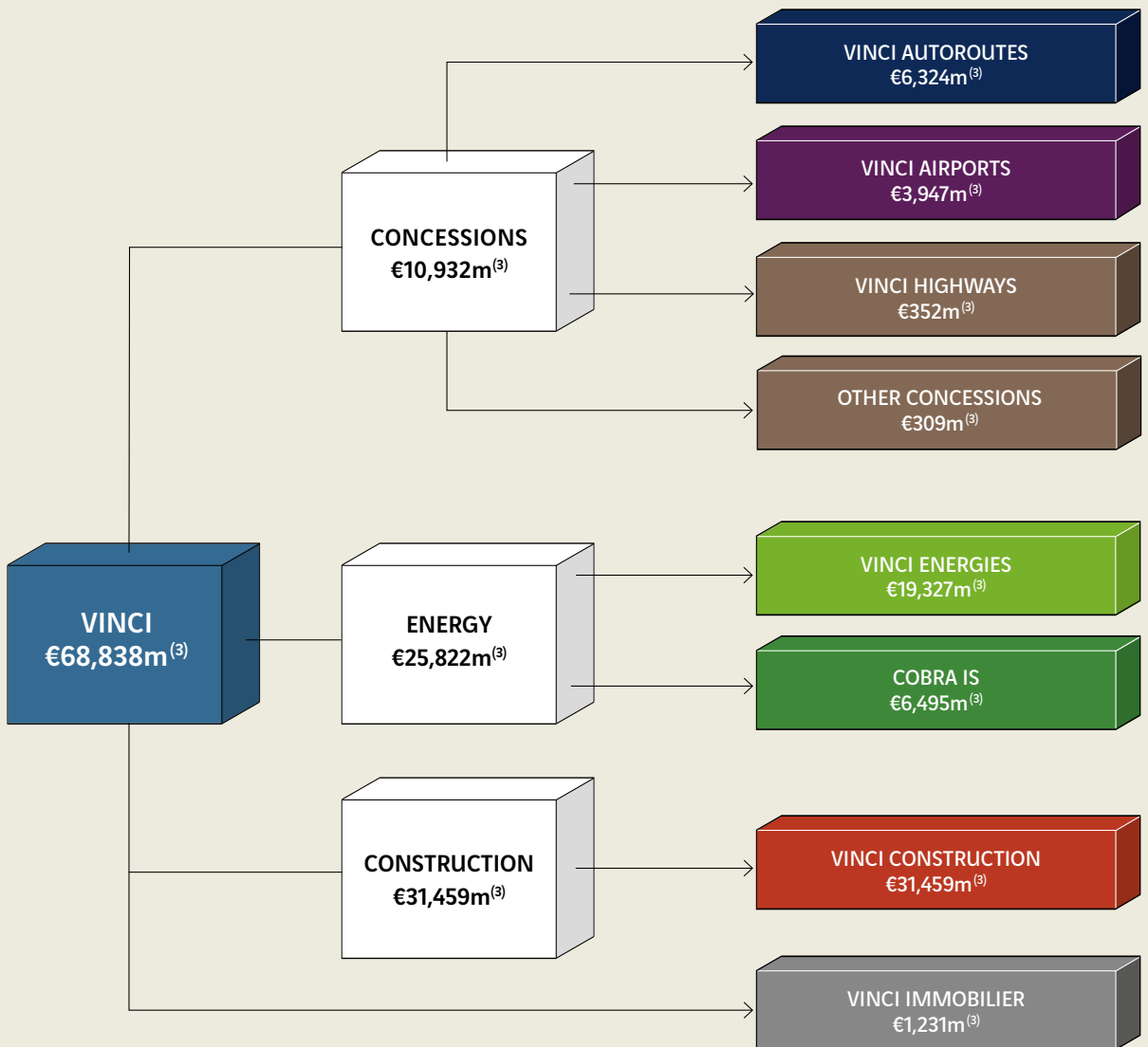
A3 stable outlook

EU TAXONOMY

41% eligible revenue

21% aligned revenue

SIMPLIFIED ORGANISATION CHART



(1) Estimates. (2) At 31 December 2023. (3) 2023 revenue.

REVENUE⁽¹⁾

€68.8 billion

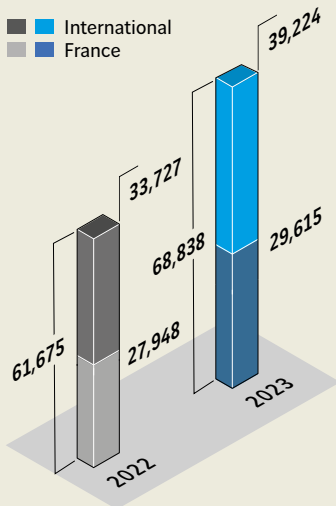
NET INCOME ATTRIBUTABLE
TO OWNERS OF THE PARENT

€4,702 million

REVENUE⁽¹⁾

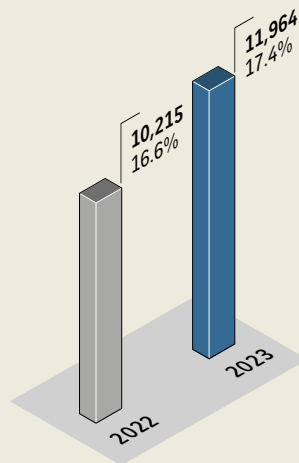
(in €m)

International
France



EBITDA⁽²⁾

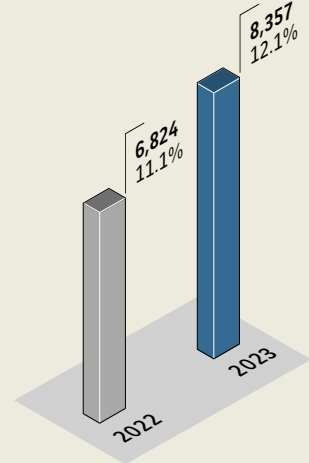
(in €m and as a percentage of revenue⁽¹⁾)



OPERATING INCOME

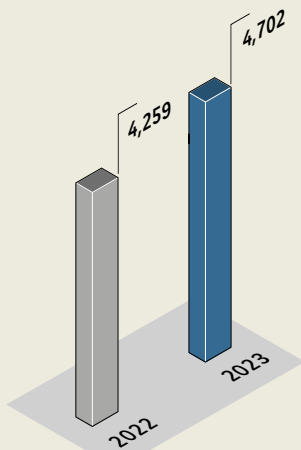
FROM ORDINARY ACTIVITIES

(in €m and as a percentage of revenue⁽¹⁾)



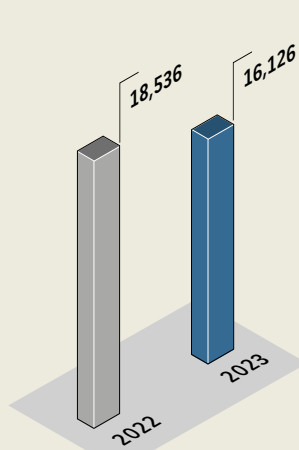
NET INCOME ATTRIBUTABLE
TO OWNERS OF THE PARENT

(in €m)



NET FINANCIAL DEBT
AT 31 DECEMBER

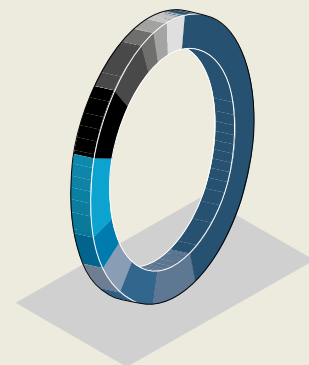
(in €m)



REVENUE⁽¹⁾

BY GEOGRAPHICAL AREA

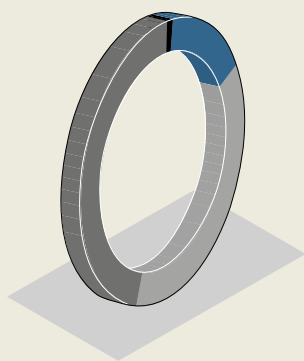
(in €m and as a percentage)



France	29,615	43.0%
United Kingdom	5,946	8.6%
Germany	4,817	7.0%
Spain	3,452	5.0%
Central and Eastern Europe	3,088	4.5%
Rest of Europe	6,293	9.1%
North America	5,374	7.8%
Central and South America	4,346	6.3%
Africa	1,851	2.7%
Asia and Middle East	1,585	2.3%
Oceania	2,472	3.6%

REVENUE⁽¹⁾ BY BUSINESS

(in €m and as a percentage)

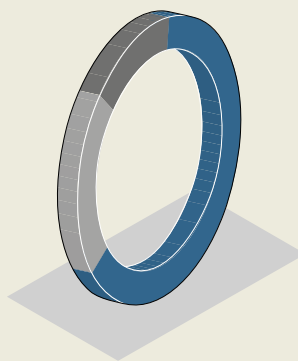


■ Concessions	10,932	15.9%
■ Energy	25,822	37.5%
■ Construction	31,459	45.7%
■ Property and intercompany eliminations	626	0.9%

OPERATING INCOME

FROM ORDINARY ACTIVITIES BY BUSINESS

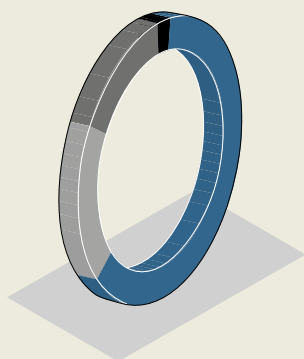
(in €m and as a percentage)



■ Concessions	5,373	64.3%
■ Energy	1,846	22.1%
■ Construction	1,260	15.1%
■ Property and holding companies	(123)	(1.5%)

EBITDA⁽²⁾ BY BUSINESS

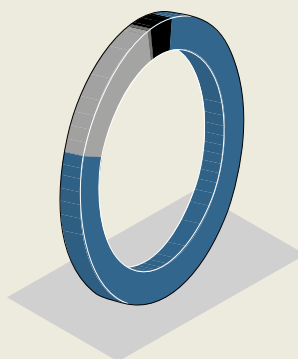
(in €m and as a percentage)



■ Concessions	7,462	62.4%
■ Energy	2,298	19.2%
■ Construction	1,905	15.9%
■ Property and holding companies	299	2.5%

CAPITAL EMPLOYED⁽³⁾

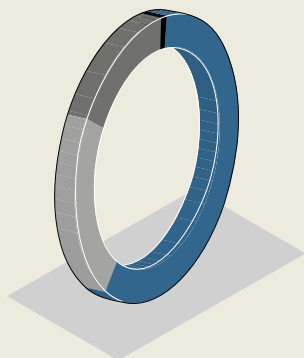
(in €m and as a percentage)



■ Concessions	41,279	78.1%
■ Energy	9,165	17.3%
■ Construction	329	0.6%
■ Property and holding companies	2,081	3.9%
Total	52,853	

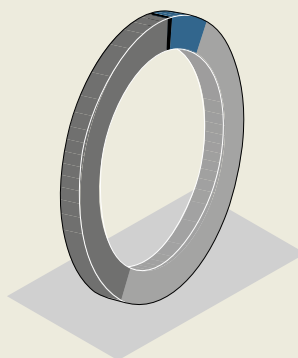
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT BY BUSINESS

(in €m and as a percentage)



■ Concessions	2,778	59.1%
■ Energy	1,092	23.2%
■ Construction	793	16.9%
■ Property and holding companies	40	0.9%

WORKFORCE⁽³⁾



■ Concessions	20,459	7.3%
■ Energy	137,708	49.3%
■ Construction	119,383	42.7%
■ Property and holding companies	1,716	0.6%
Total	279,266	

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies (2023: €780 million). See glossary (page 422).

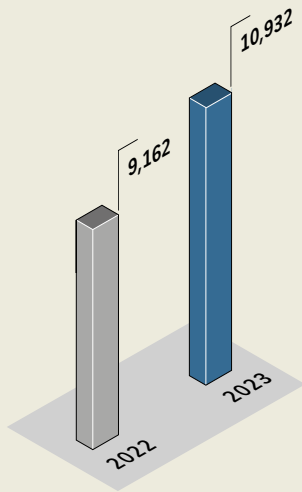
(2) Cash flow from operations before tax and financing costs. See glossary (page 422).

(3) At 31 December 2023.

| CONCESSIONS |

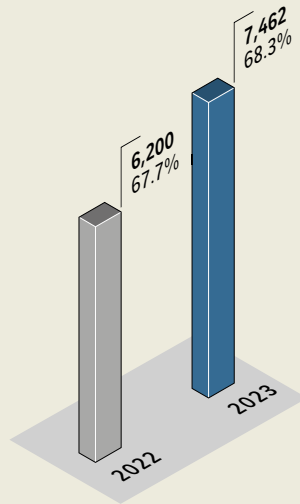
REVENUE⁽¹⁾

(in €m)



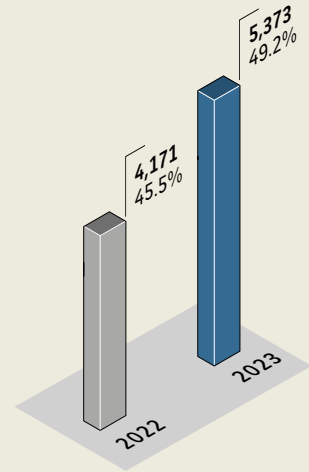
EBITDA⁽²⁾

(in €m and as a percentage of revenue⁽¹⁾)



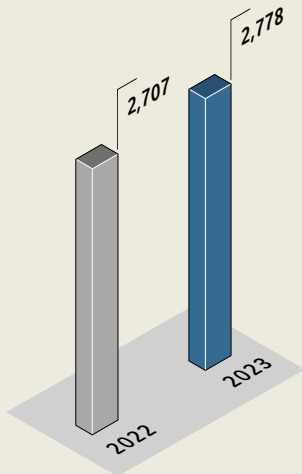
OPERATING INCOME FROM ORDINARY ACTIVITIES

(in €m and as a percentage of revenue⁽¹⁾)



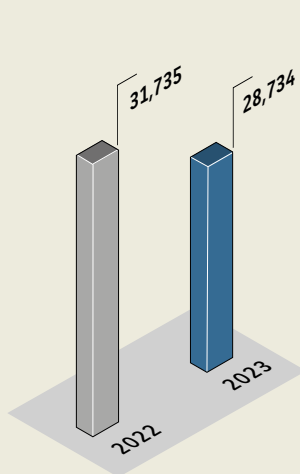
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

(in €m)



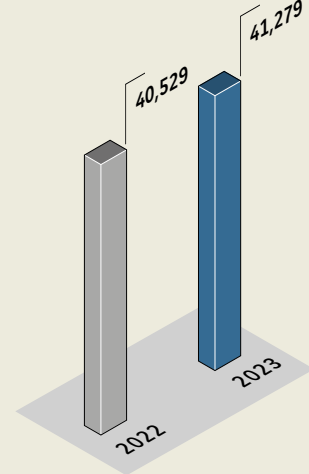
NET FINANCIAL DEBT⁽³⁾

(in €m)



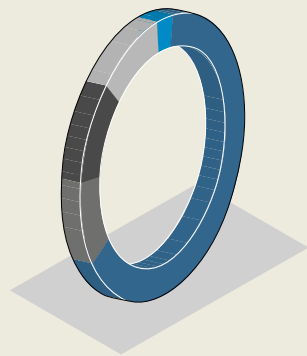
CAPITAL EMPLOYED⁽³⁾

(in €m)



REVENUE⁽¹⁾ BY GEOGRAPHICAL AREA

(as a percentage)



■ France	64%
■ Portugal	10%
■ United Kingdom	11%
■ Americas	11%
■ Rest of the world	3%

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies. See glossary (page 422).

(2) Cash flow from operations before tax and financing costs. See glossary (page 422).

(3) At 31 December 2023.