

At a Glance

2021-2022



SYSTRA

Continuing Our Trajectory of Trust



“2021 was a year marked by increased investments in transport infrastructures, a year of opportunities for SYSTRA, specialist in useful, efficient and sustainable mobilities.”

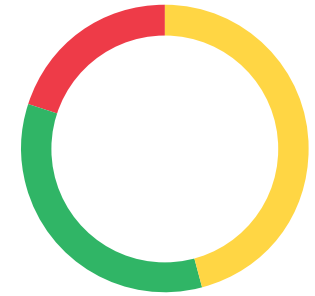
PIERRE VERZAT,
CHIEF EXECUTIVE OFFICER

SYSTRA is one of the world's leading engineering and consulting groups specialising in public transport and mobility solutions. To keep pace with this fast-growing market, we rely on our flexible, transversal organisation, on our in-depth understanding of the challenges of sustainable mobility, and on our dedication to meeting our clients' needs.

We are enhancing efforts to innovate and are mobilising the collective intelligence of our teams to imagine the future

of mobility. To address the challenges of climate change, we rely on new technologies, digital solutions, and design infrastructures that are effective, virtuous, and resilient.

We are guided by responsibility. Collective interest and responsibility are in SYSTRA's DNA and foster a robust and pragmatic sustainable development strategy. The Group cultivates trust and autonomy, which are essential to the commitment of our teams and to the success of our engineering projects.



DISTRIBUTION OF TURNOVER BY ACTIVITY

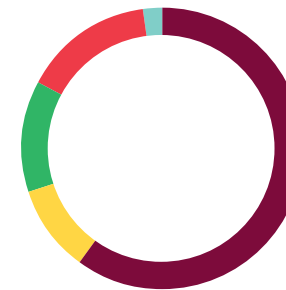
Rail and High Speed projects	46%
Urban Mobility projects	34%
Bridges & Tunnels projects	20%

€763m

in turnover
in 2021

65 years

of expertise
in mobility



DISTRIBUTION OF TURNOVER BY GEOGRAPHIC AREA

Europe	60%
Asia Pacific	15%
Africa & Middle East	13%
North America	10%
South America	2%

→ RANKED IN THE 2021 ENGINEERING NEWS-RECORD (ENR)

Mass Transit & Rail #3

#7 Bridges

Transportation #10

#29 International Design Firms

A worldwide expertise

8,250

employees
(figures at the end
of December 2021,
factoring in employees
of SYSTRA SWS)

9%

growth in workforce
between 2020
and 2021

3 values:

- > Excellence
- > Connected teams
- > Bold leadership



Countries and groups of countries shown: Top 13 SYSTRA workforces

- Main locations
- Centres of expertise



Our value creation model

We draw on our assets...

... in all of our

operations...

... by creating shared value for our stakeholders

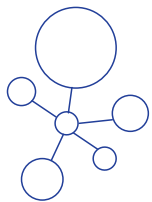
OUR HUMAN CAPITAL



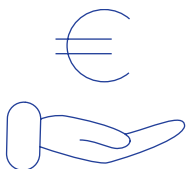
OUR CUTTING-EDGE EXPERTISE



OUR ORGANISATION AND PRESENCE IN MORE THAN 80 COUNTRIES

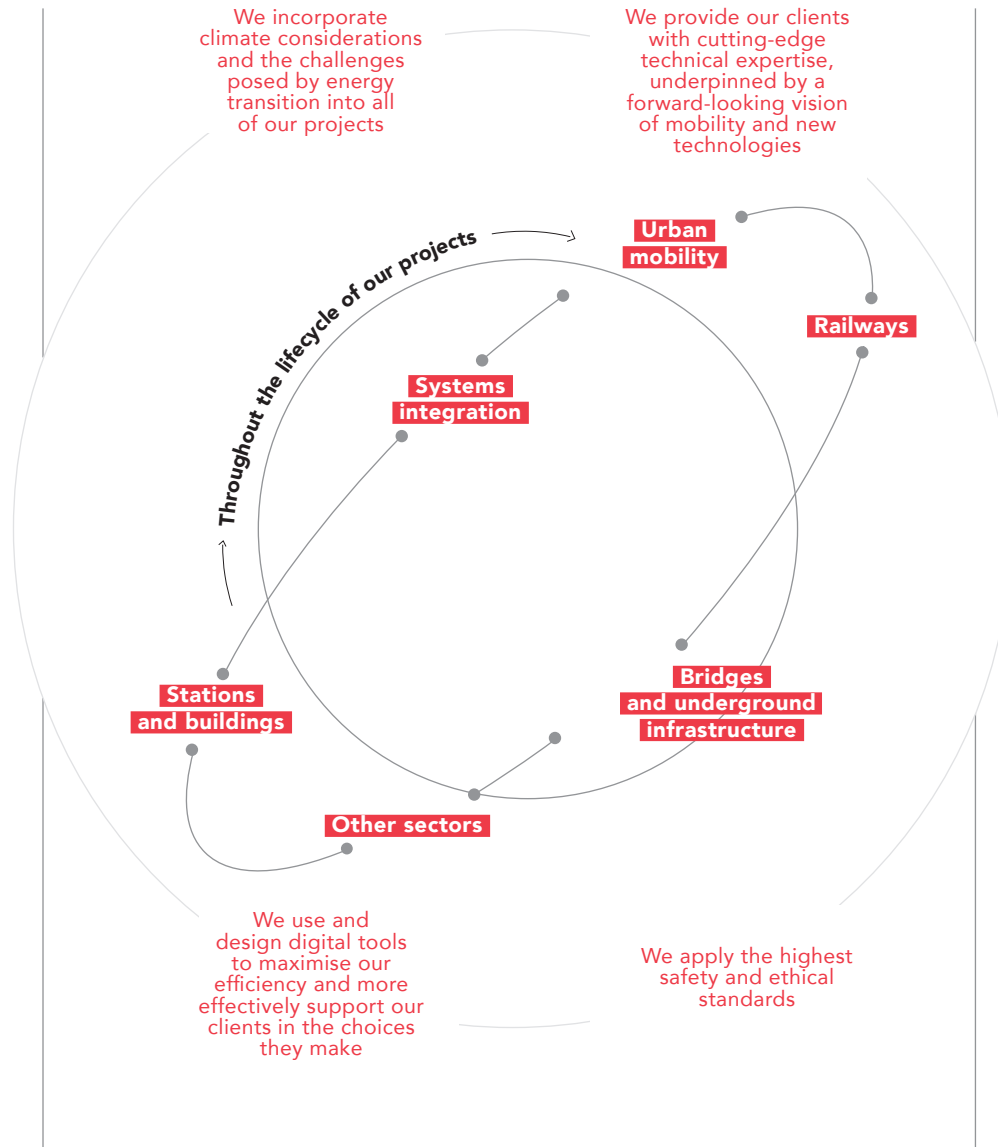


OUR FINANCIAL STABILITY



We incorporate climate considerations and the challenges posed by energy transition into all of our projects

We provide our clients with cutting-edge technical expertise, underpinned by a forward-looking vision of mobility and new technologies



We use and design digital tools to maximise our efficiency and more effectively support our clients in the choices they make

We apply the highest safety and ethical standards

FOR OUR CLIENTS

- Promote innovative solutions for sustainable mobility
- **98%** of our clients would recommend SYSTRA

FOR OUR EMPLOYEES

- Develop an inspirational, fair and inclusive culture underpinned by SYSTRA's three values: excellence, connected teams and bold leadership
- **84%** of our employees would recommend the Group as a good company to work for

FOR THE ENVIRONMENT

- Speed up work on aligning what we do with the Paris Agreement

FOR COMMUNITIES AND REGIONS

- Commit to developing in the long-term the regions in which we operate

FOR OUR SHAREHOLDERS

- Improve our financial performance for profitable and sustainable growth

OUR CONTRIBUTION TO THE UN'S SUSTAINABLE DEVELOPMENT GOALS



2021 Highlights

A review of major contracts won by SYSTRA.

Norway / A bridge in Grenland

As part of a joint venture made up of the Group's French, Dubai, and Korean teams, SYSTRA will carry out the detailed design studies for Grenland's new cable-stayed road bridge, based at the mouth of Frierfjord in south-eastern Norway. SYSTRA's BIM teams in Sweden will also be stakeholders in the adventure. This project is a prominent reference and a significant inroad into the Norwegian market, where opportunities are numerous.



France / Cycling paths in Toulouse

Following a first assignment secured in late 2020, over the summer of 2021, SYSTRA won two new planning contracts to design the entire Réseau Express Vélo (REVe) for the 'Pink City' and its metropolitan area, covering nearly 300km devoted to an express cycling network and 50km for urban planning. Alongside its partner, Copenhagenize France, SYSTRA is mobilising a team of more than 30 mobility, civil engineering, and urban planning experts to respond to the management contract – an ambitious project in a promising market.



France / SYSTRA, a tramway leader

2021 marked the renewal of tramway projects, with major contracts won for the Group across France. In Tours, SYSTRA was chosen as the project manager for the metropolitan area's second line, nine years after Line A, also designed by its teams, began service. In Brest, nearly ten years after designing Line A, the Group has returned as the project manager for Line B. Finally, in the Lyon conurbation, where the network is continuing to expand, SYSTRA will be the main contractor for the creation of the future T10 line.



Australia / Certification in Sydney

Following the City & Southwest and Northwest lines, Transport for New South Wales has entrusted SYSTRA with a new independent certification contract for the Sydney Metro West line, alongside KBR. The joint venture will be tasked with independently certifying the entire project throughout its design, construction, and delivery phases, including tunnels, stations and equipment, train systems, trains, control systems, maintenance, and operations.

India / The future of metros in Mumbai

Since 2007, SYSTRA has accompanied India's economic capital in developing and building its metro network. In July 2021, the Group secured a new contract with the Mumbai Metropolitan Regional Development Authority to automate Line 5, 7A, and 9. These three lines will be equipped with cutting-edge technology, including a CBTC (Communication-Based Train Control) signalling system. The new contract confirms the Group's leadership in the field of systems.



United States / East Side Access, New York

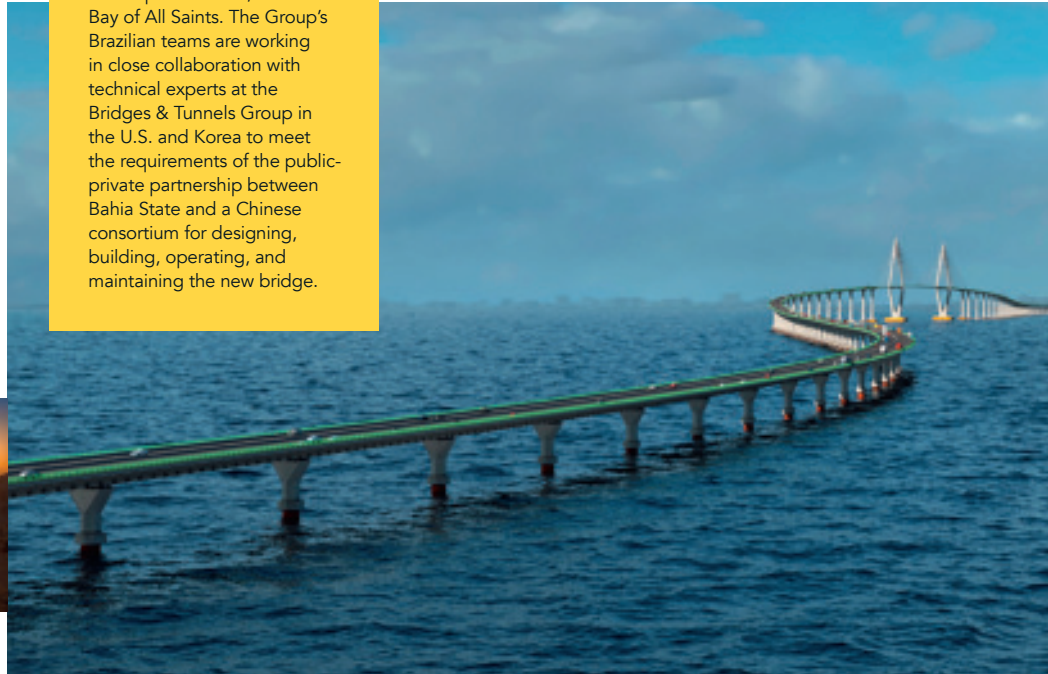
On October 31, 2021, a major milestone was reached in the East Side Access project led by New York's Metropolitan Transport Authority, as the first test train rode into its terminus. SYSTRA will work as part of the Five Star/LK Comstock consortium to carry out the installation, signalling system tests and entry into service for the East Side Access tunnel that runs from Long Island City to the new station built beneath Grand Central Terminal in Manhattan. This is one of the most significant projects ever undertaken by the Group in the United States.





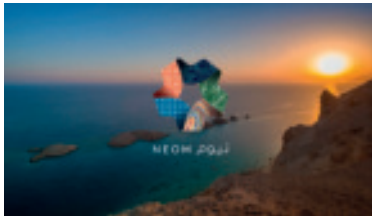
Brazil / A Bridge in Bahia State

SYSTRA was awarded a project management consultancy contract to develop a new cable-stayed bridge that will reduce, by nearly an hour, the time it takes to travel between the cities of Salvador and Itaparica Island, in the Bay of All Saints. The Group's Brazilian teams are working in close collaboration with technical experts at the Bridges & Tunnels Group in the U.S. and Korea to meet the requirements of the public-private partnership between Bahia State and a Chinese consortium for designing, building, operating, and maintaining the new bridge.



Philippines / Stations in Manila

SYSTRA is broadening the scope of its projects with the North-South Commuter Rail (NSCR) in the Manila region. The Group has secured amendments to restructure two, and later, 13 stations on the network's southern section, in addition to a contract for four overhead stations. As part of the project aimed at modernising 19 stations, the Group will be developing a centre for station and terminal case studies in Manila.



Saudi Arabia / Towards a city of the future

In November 2021, SYSTRA secured a contract for developing an integrated rail transport system in Neom, the future ultra-connected urban area that the Saudi Kingdom is building in the north-east of the country. It will cover studies related to feasibility, technology, and pre-design for an integrated regional and urban rail transport network serving three of the first cities that will break ground: The Line, Neom Mountain, and Neom Industrial City. It will review the potential of various future transport solutions, such as Hyperloop and the next generation of autonomous electric delivery systems.



Egypt / High Speed Ahead

Egypt is taking a high-speed approach to develop a network that will link the Red Sea to the Mediterranean coast. The National Authority for Tunnels (NAT) chose SYSTRA to supervise Phase 1 construction of the new high-speed rail network that will cover 660km of the planned 1,825km high-speed line, along with servicing 21 stations. The project consists of two lots: the first will focus on civil engineering, including developing stations and equipment, artwork, tunnels, and track earthworks; the second will focus entirely on systems.

France / Grand Paris Express: tunnel-boring machines in full swing

The tunnel-boring machine (TBM) journey of section 2 of Grand Paris Express's Line 15 South, which began in the spring of 2018, came to an end in 2021. Each machine reached its exit shaft, marking a major milestone for the project. Measuring approximately 100m and weighing over 1,500 tonnes, these TBMs dug 10m diameter tunnels at great depth, and often in complex geological conditions. This is a new milestone for SYSTRA, the project manager for this emblematic project.



Senegal / Dakar: TER on the rails

The Regional Express Train (TER) of the Senegalese capital, was inaugurated on December 27, 2021. It was the conclusion of a project on which SYSTRA had been working since 2015 as assistant to the network owner. At the speed tests conducted in September 2021, supervised by our experts, trains reached 160km/h on the two new purpose-built tracks. The TER is the finest expression of regional transport currently in operation. It uses level 2 ERTMS (European Rail Traffic Management System) traffic management systems, facilitating interoperability. Hybrid electric (25,000 volts) and diesel power will provide the trains with total traffic autonomy, along with highly flexible use.



Canada / GO Expansion in Ontario


The consortium made up of SYSTRA, Mace, and Comtech was contracted by Metrolinx, the mobility authority for Ontario's Greater Toronto and Hamilton areas, to be the project manager for GO Expansion. The five-year programme is one of the most significant mobility projects currently in Canada. It will aim to develop and modernise GO Transit, the Toronto region's rail network, and will include new stations, electrifying existing lines, installing new rail lines, modernising existing stations, signalling, and more.



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