

# TRANSFORMING THE WORLD

At a glance 2024-2025



**SYSTRA**



**2024** was another year of growth for SYSTRA, winning contracts, increasing the number of projects with a positive impact on the population, and setting milestones wherever mobility is advancing.

The year also marked the arrival of a new shareholder determined to support SYSTRA's dynamic growth, and the appointment of a new CEO with in-depth knowledge of the Group, its expertise and its values.

Stronger and more ambitious than ever, SYSTRA is gathering new momentum and working alongside its clients, partners and employees to transform mobility, now and in the future.



Group Communications Department –  
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Some of the figures presented in this report have  
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# WHAT can you say about SYSTRA?

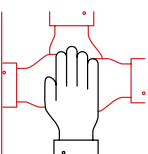


## IT'S A COMPANY

created with the aim of exporting the engineering know-how of two major French transport operators, SNCF and RATP, and strengthened in 2024 in its growth trajectory by the arrival of a new shareholder, Latour Capital supported by Fimalac.

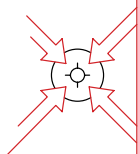
## IT'S A TEAM

of 10,900 international and connected employees with more than sixty-five years' experience, proud of its expertise and its values of excellence, connected teams and bold leadership.



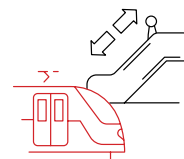
## IT'S A BRAND

of mobility and transport engineering – from planning to commissioning and maintenance – a brand with an international reputation, recognised by benchmark rankings and chosen by the largest contractors.



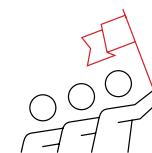
## IT'S A WORLD

of projects, from high-speed lines to metros, trams and buses, from systems to transport infrastructure – stations, bridges and tunnels.



## IT'S A MISSION

shared by all, to design safe and sustainable transport solutions that serve the public, that respect the environment, and that benefit as many people as possible.



IT'S A  
**CONVICTION,  
CONFIDENCE  
MOVES  
THE WORLD.**

# SYSTRA IN FIGURES

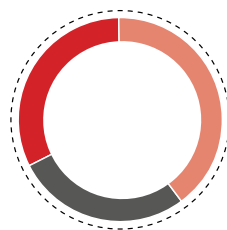
**€1,250 M**  
in turnover

**MORE THAN  
€1.5 BN**  
on the order book,  
representing almost  
15 months of turnover

**ALMOST  
40%**  
increase in turnover  
over 2 years

**€2 BN**  
2030 target

## TURNOVER BY BUSINESS SECTOR

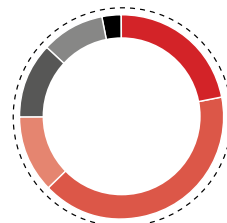


**40%**  
Rail

**28%**  
Urban transit

**32%**  
Other: bridges, tunnels, roads (excluding urban or rail projects)

## TURNOVER BY GEOGRAPHICAL AREA



**22%**  
France

**41%**  
Europe (outside France)

**12%**  
Africa and the Middle East

**12%**  
Asia Pacific

**10%**  
North America

**3%**  
South America

**MORE THAN  
65 YEARS**  
of expertise  
in mobility projects

**10,900**  
employees in

**80**  
countries

EBIT ratio:

**7%**

**VS 2023**

**+0.4**

EBITDA ratio:

**8.3%**

**VS 2023**

**+0.6**

## 2024 ENR RANKINGS<sup>(1)</sup>

**No. 2** in Mass  
Transit & Rail

**+1**

**No. 3** in Bridges

**+1**

**No. 6** in Transportation

**+2**

**No. 22** in International  
design firms

**+2**

(1) Engineering News-Record 2024.



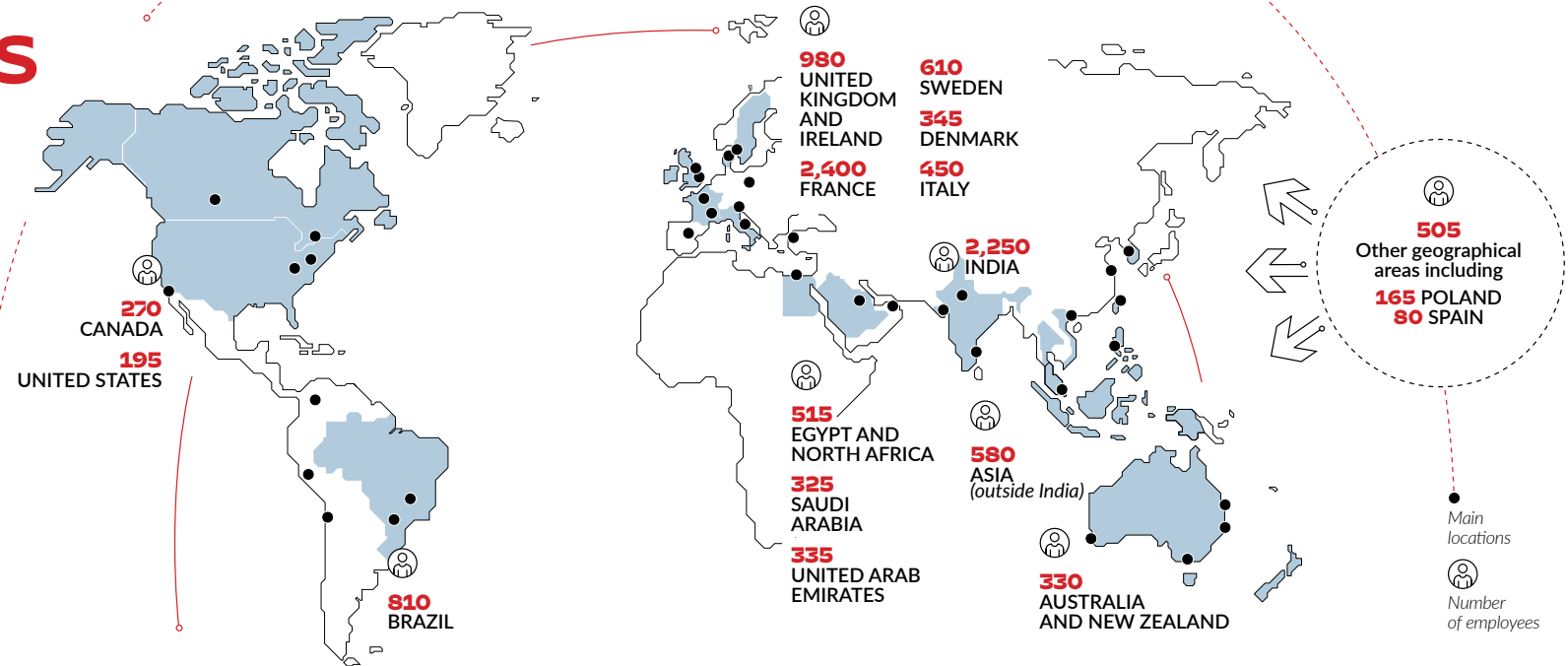
# A WORLD OF PROJECTS

# 10,900

EMPLOYEES WORLDWIDE  
AT THE END OF 2024

**2030  
AMBITION**

18,000 to 20,000  
employees worldwide



## BENCHMARK PURE PLAYER



### RAIL

High-speed, conventional rail, freight

**50%**

of high-speed lines worldwide



### URBAN TRANSIT

Metro, tram, bus, cable car transport, micro mobilities and cycle paths

**1 IN 2**

metro networks worldwide



### SERVICES AT ALL STAGES OF PROJECTS

- Planning and Consultancy
- Design
- Project management and construction supervision
- Testing and commissioning
- Operation and maintenance
- Digital engineering and cybersecurity



### STATIONS AND BUILDINGS

- Lively, accessible spaces that allow people to move around freely
- Efficient and durable technical buildings



### SYSTEMS ENGINEERING

Integration, control and communication, energy, operation and maintenance, rolling stock

**1,850**

systems experts



### BRIDGES AND TUNNELS

Specialised teams, particularly within subsidiaries resulting from acquisitions such as SYSTRA IBT, SYSTRA Subterra, SYSTRA Bamser and SYSTRA Italy (formerly SYSTRA SWS)

**200**

bridge projects underway and

**3,500KM**

of tunnels designed worldwide

# HIGHLIGHTS OF 2024-2025

## WORLD A NEW SHAREHOLDER AND A NEW CEO

On 23 October 2024, Latour Capital, backed by Fimalac, acquired a stake in SYSTRA, alongside the longstanding shareholders RATP and SNCF. On this occasion, Pierre Verzat, CEO, handed over the reins to Jean-Charles Vollery, who will accelerate the Group's growth, supported by Arnaud Jeudy, Chief Finance and Administration Officer.

## FRANCE SWITCHING THE SIGNALLING SYSTEM ON THE PARIS-LYON HIGH- SPEED LINE (1)

This preparatory stage for the technological migration of signal boxes and operations to ERTMS<sup>(1)</sup>, on the 409km of the Paris-Lyon HSL, is a world first and the culmination of almost five years of studies for SYSTRA.

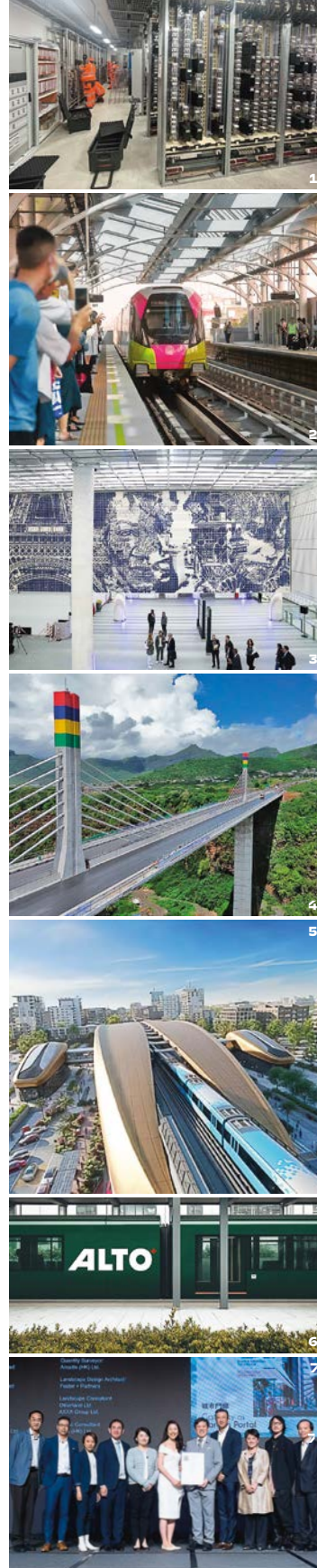
## VIETNAM AN OVERGROUND METRO FOR HANOI (2)

8.5km long and built entirely on a viaduct, the overground section of Hanoi's metro line 3 mobilised SYSTRA's expertise across a wide range of areas, from design to commissioning.

## FRANCE READY FOR PARIS 2024 (3)

A very deep tunnel under Paris, an innovative operating system, and the construction of a station in a dense urban environment are just some of SYSTRA's achievements for the extension of line E of the RER to the west of Paris, line 14 of the metro to Orly Airport, and line 11 to the east of Paris, in time to host the Paris 2024 Olympic and Paralympic Games.

(1) European Rail Traffic Management System



## MAURITIUS AN EMBLEMATIC BRIDGE (4)

A single box girder, 330 metres long and supported by two pylons and cable stays, spans the valley and links two cliffs. The Sir-Anerood-Jugnauth Bridge eases the flow of road traffic between the capital Port Louis and the outskirts, while withstanding cyclonic winds.

## UNITED ARAB EMIRATES DESIGN OF THE BLUE LINE METRO IN DUBAI (5)

SYSTRA was appointed to carry out civil engineering and systems studies for the Dubai Metro's Blue Line, as part of the Mapa Limak CRRC consortium. This new 30km metro line will strategically link key areas of the Emirate through 14 stations, serving the expected growth of around one million inhabitants.

## UNITED STATES AND MOROCCO NEW HIGH-SPEED RAIL PROJECTS

SYSTRA has reinforced its position as a leader in high-speed rail with these two major projects: the engineering of the main section of the Merced-Bakersfield high-speed line (275km), the backbone of the California high-speed network, and the extension of the Tangier-Kenitra high-speed line to Marrakesh (430km), among the most modern high-speed networks in the world.

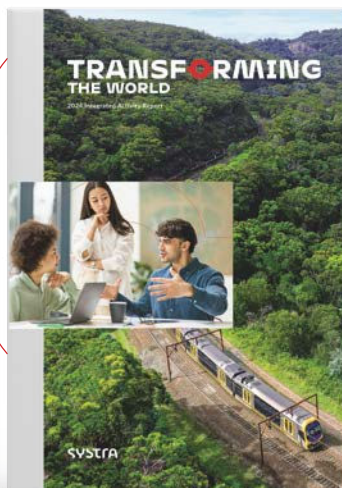
## CANADA QUEBEC-TORONTO HIGH-SPEED TRAIN (6)

SYSTRA Canada is part of the team selected by the Canadian government to carry out the Alto high-speed train project: almost 1,000km of electrified track and trains running at up to 300km/h, linking several major cities along the Canadian corridor and cutting journey times in half.

## WORLD OVERVIEW OF OUR AWARDS (7)

'Best consultancy and design company in the construction and infrastructure sector' at the ET NOW Infra Focus Summit 2024 in Delhi (India). 'Innovation Award' for the Slab Track and 'M&A Award' for the integration of Rail Systems Australia at the Railway Technology Excellence Awards 2024. 'Construction Safety Award' for its tool for planning and visualising construction operations in 4D to the 2024 SHELTA Awards. Ranked as the best employer in France in the 'Engineering & Control' category by *Capital* magazine.

**DISCOVER SYSTRA'S FIRST**  
Integrated Activity Report



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