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**AT A GLANCE**

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**SYSTRA**

# SYSTRA IN 3 WORDS

## Purposeful

As a benchmark leader in the sector, SYSTRA brings together unique expertise across mobility markets. This strong core business is now complemented by expertise in adjacent markets.

- RAIL
- URBAN TRANSIT
- SYSTEMS ENGINEERING
- TUNNELS
- BRIDGES AND VIADUCTS
- STATIONS AND BUILDINGS
- ADJACENT MARKETS

- Complex buildings, energy and water

### ➤ SERVICES AT EVERY STAGE OF A PROJECT

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



Our first reason to be proud is that we fulfil a meaningful purpose: to give as many people as possible access to employment, healthcare, education and leisure, and to bring communities around the world closer together by making it easier to travel.

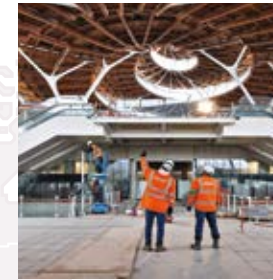
## Renowned

With more than 65 years' experience in transport engineering the Group has made a name for itself through its achievements. SYSTRA has become an internationally renowned brand, chosen by the world's top clients.

- No. 2 IN MASS TRANSIT & RAIL<sup>(1)</sup>
- No. 3 IN BRIDGES
- No. 6 IN TRANSPORT
- No. 21 IN INTERNATIONAL DESIGN FIRMS

(1) Engineering News-Record ranking, based on 2024 turnover.

## Expert



**12,000**  
employees worldwide  
by the end of 2025

<b>2,415</b> France	<b>605</b> Brazil	<b>550</b> Egypt & North Africa	<b>320</b> Denmark
<b>2,370</b> India	<b>585</b> Sweden	<b>525</b> Asia	<b>270</b> Canada
<b>1,015</b> Australia & New Zealand	<b>565</b> Iberian Peninsula & Hispanic America	<b>460</b> United Arab Emirates	<b>245</b> Saudi Arabia
<b>990</b> United Kingdom & Ireland		<b>430</b> Italy	<b>235</b> United States
			<b>420</b> Other, of which 150 in Poland

### FINANCIAL PERFORMANCE

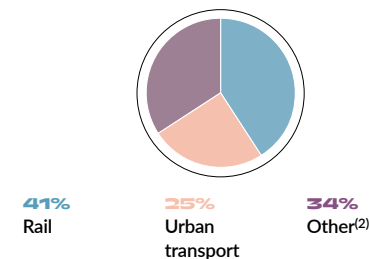
**€1,416.1 M**  
Pro forma turnover<sup>(1)</sup>

**MORE THAN €1.5 BN**  
on the order book, i.e. more than 14 months' turnover

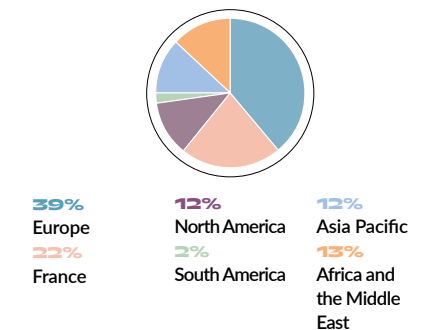
**NEARLY 20%**  
increase in turnover over 3 years

#### Breakdown of turnover

By activity



By geographical area



(1) Turnover including a full year of turnover for acquisitions completed during the 2025 financial year.

(2) Bridges, tunnels, roads (excluding urban or rail projects).  
NB: data as of December 31, 2025.

## A GLOBAL PRESENCE

More than **3,500** projects currently engaged across more than **80** countries

**France**  
**Grand Paris Express**  
Involved in every stage since the project began (lines 15, 16, 17 and 18, and the extensions to line 14).



**Italy**  
**Brenner Tunnel**  
Design and supervision of the installation of all systems for the rail tunnel that will link the Austrian and Italian rail networks beneath the Alps.

**Brazil**  
**TIC Eixo Norte**  
Modernisation of the Campinas-São Paulo rail network and development of one of Latin America's largest rail hubs.

**United States**  
**California High Speed Rail**  
Studies for the new Merced-Bakersfield line, the backbone of California's future high speed rail network.

**Denmark**  
**S-tog**  
Migration of the control system for Copenhagen's commuter rail network to the highest level of automation.

**Egypt**  
**Electric Express Train**  
Monitoring the construction of the three-line high-speed rail network that will cross Egypt from the Mediterranean Sea to Abu Simbel, and also from east to west.



**50%**  
of high-speed lines worldwide<sup>(1)</sup>

**United Kingdom**  
**High Speed 2 (HS2)**  
Engineering of Britain's new high-speed railway between London and Birmingham.



**WHAT WE WILL TAKE AWAY FROM 2025**

### Two strategic acquisitions for the future

**ARDANUY INGENIERÍA** and its 350 employees join our teams within SYSTRA Ibérica e Hispanoamérica, which now has a total of over 600 employees.  
**BG&E**, an innovative Australian firm, grows the teams from 250 to 1,000 employees and supports the Group's ambitions in the complex buildings market, an area of excellence for BG&E.

(1) Excluding China.



**1 OUT OF 2**  
metros in service worldwide

**Sweden**  
**Ostlänken high-speed rail line**  
After 10 years of planning and consultancy work, construction of the Ostlänken high-speed rail line is set to begin with its first key section: Stockholm, Gothenburg, Malmö.



**India**  
**Mumbai metro**  
Design and build of six metro lines, representing 40% of the Mumbai network, which is set to become one of the busiest in the world.

## New contracts in all markets

**SWEDEN:** in Stockholm, the Yellow Line will be Sweden's first fully automated metro line.

**SAUDI ARABIA:** overhaul of the rolling stock, signalling and supply systems of the Al Masha'eer Al Muqaddasah metro in Mecca.

**CHILE:** 50 years after its first steps in Santiago, SYSTRA continues the adventure with the design of 4.3 km of tunnels for the future line 8.

**UNITED ARAB EMIRATES:** Dubai's Blue Line will connect the airport to 9 urban hubs in 10 minutes.

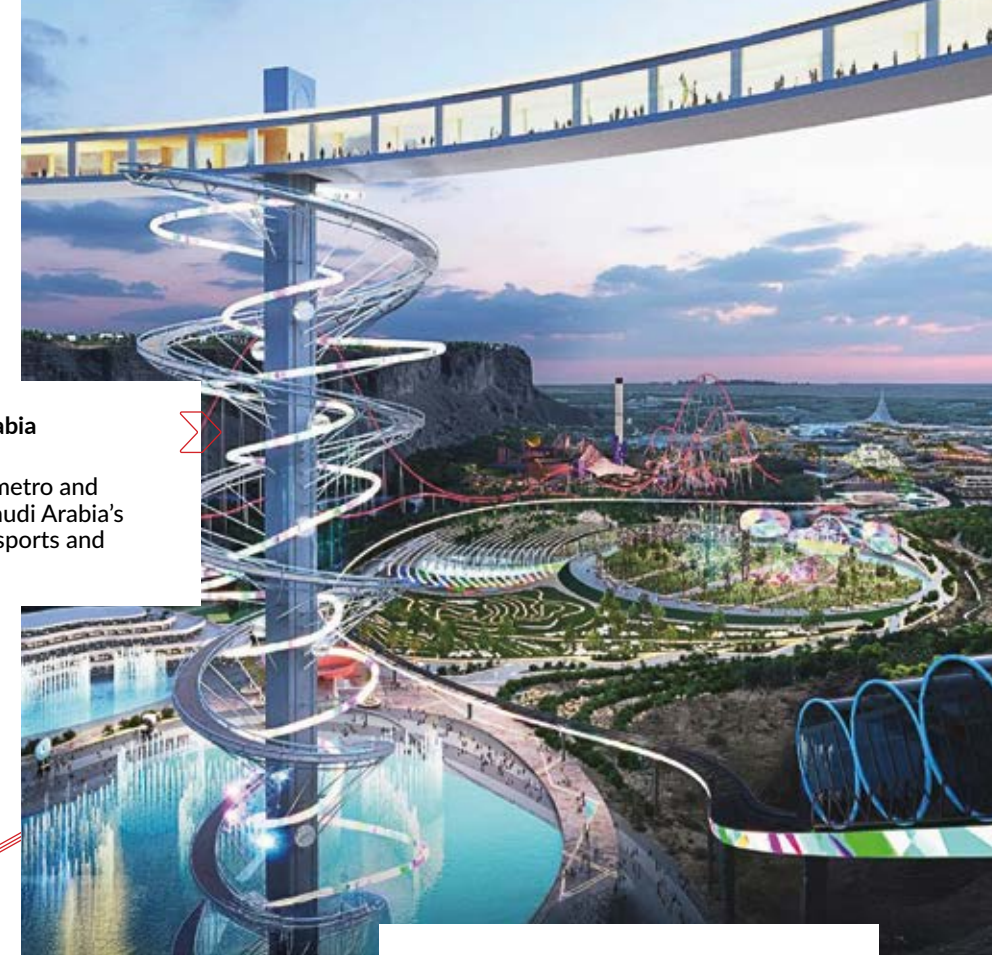
**AUSTRALIA:** the NextGen radio system will improve the reliability and safety of Sydney's rail network.

**INDIA:** redevelopment of 3 major historic stations in New Delhi, Mumbai and Ahmedabad.

**UNITED STATES:** the new Francis Scott Key cable-stayed highway bridge in Baltimore will replace the structure damaged in 2024.

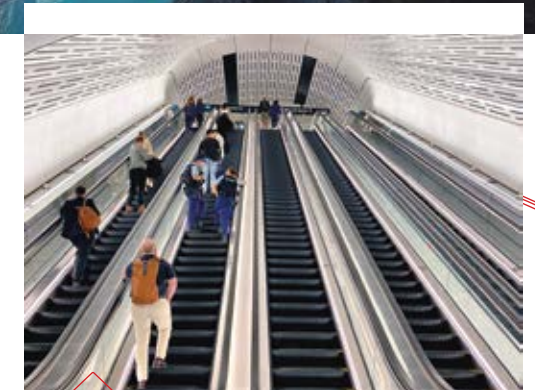
**ITALY:** two waste-to-energy plants that will process 300,000 tonnes of waste per year.

**Saudi Arabia**  
**Qiddiya**  
Design of the metro and cable car for Saudi Arabia's future leisure, sports and arts hub.



**United Arab Emirates**  
**Hafeet Rail**  
Project management support for the Abu Dhabi-Sohar railway line, linking the United Arab Emirates with the Sultanate of Oman.

**Canada**  
**Alto**  
Design and build of the first high-speed rail line between Toronto and Quebec City within the Cadence team.



**Australia**  
**Sydney Metro City & Southwest**  
Design and build of the Sydney Metro extension, which will run through the central business district and will increase network capacity by 50%.



**FIND OUT  
WHAT MAKES US  
PROUD IN OUR  
INTEGRATED  
ACTIVITY REPORT**



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