



2025

ANNUAL
REPORT

In France

and internationally,

**we are eco-designing
the world of tomorrow,
today.**

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EDITORIAL

SUSTAINED INTERNATIONALISATION, A DRIVER OF PERFORMANCE

In 2025, Ingerop resolutely and proactively pursued its external growth strategy in France and internationally, aggregating new complementary expertise. It also gave fresh impetus to the environmental, social, and humanitarian initiatives of its employees by creating the Ingerop Foundation.

For several years, our international development strategy has been based on clearly defined guidelines: prioritising the strengthening of our positions within, and outside of Europe, consolidating our presence in countries with stable institutions where the added value of engineering is recognised. Our external growth policy in 2025 was perfectly aligned with these directives, capitalising on companies with which we have established relationships built on trust and shared values.

7 Acquisitions complementing our expertise

In March, we acquired Hyna + Weiß in Germany, expanding our service offering in the country by integrating civil engineering and road infrastructure skills. In April, we followed up in the UK by taking a majority stake in Stonebridge Commercial Solutions, which specialises in claim management for major international construction projects. A few months later, Auxitec Técnica y Control, a company specialising in railway signalling in Spain, joined our ranks. And it was in France that we concluded our 2025 acquisition phase in December by integrating EMCI, a structural building engineering specialist based in Reunion Island. In the long term, we are striving to ensure that our major foreign subsidiaries, much like our French operations, are multi-disciplinary and present across all engineering markets in their respective countries.

7 Ireland and Estonia as new countries of operation

Beyond external growth, we opened operations in new countries in 2025: Ireland, with the creation of a new subsidiary, Rendel Ingerop Ireland Limited; and Estonia, as part of the vast Rail Baltica high-speed line project which will ultimately also involve Latvia, Lithuania, Poland, and Finland. In France, we continued to expand our national network by opening branches in Brest, Cherbourg, Dunkirk, and Saint-Dizier to support the engineering of major projects in these regions.



Actierra achieves excellent results

In terms of ecological transition, Actierra, our subsidiary dedicated to ecological excellence, achieved very strong results in 2025. Firstly, in terms of performance: Actierra now counts over 300 multidisciplinary experts among its ranks, and its growth has been three times higher than the growth of Ingerop's engineering activity in France (excluding contracting).

Secondly, in terms of securing new projects: Actierra's expertise enabled us to win several major tenders in 2025, such as the environmental impact assessments for the South-West New Line (LGV) and project management assistance for the restoration of the hydraulic and ecological functions of over 850 km of the Yerres river basin waterways.

Effective rollout of the «Environment 360°» programme

Still on the topic of ecological transition, we took a monumental step forward by deploying the 40 training modules of our «Environnement 360°» programme across France. This programme is entirely dedicated to ecology and is aimed at all our project managers. Our goal is for 100% of them to have completed this training by the end of 2027 in France, with half already enrolled in 2026.

Internationally, this programme will be accessible to our project managers following a necessary phase of translation and adaptation to local specificities.

Launch of the climate/resilience observatory

Alongside the refinement and continued deployment of our adaptation and mitigation indicators, we established a climate and resilience observatory at the end of the year. This allows our project managers to measure the evolution of our projects' carbon footprints at every phase.

Birth of the Ingerop Foundation

The final landmark event of 2025 in our group's history was the creation of the Ingerop Foundation. It was born from a desire to strengthen and structure our employees' individual commitments to environmental, social, and humanitarian causes. Under the aegis of the Fondation de France (the leading philanthropy network in France), our foundation will support projects related to integration through education, the transmission of hard and soft skills, the prevention of natural crises and disasters, and the fight against climate change.

With solid financial fundamentals for our group – having crossed the symbolic threshold of €500 million in turnover – I am resolutely optimistic for 2026. I am optimistic about our ability to strengthen our expertise through external growth in all the countries where we operate, and optimistic about the value and daily commitment of our 3,700 employees working closely with our clients to eco-design a more sustainable and resilient world.

Yves METZ

Chair of Ingerop



Our key non-financial indicators in 2025

6.7 %

Professional excellence:

Evaluating the group's investment in technical excellence, training and innovation.

27 %

Percentage of women in our management bodies.



CSR: ACCELERATED INTERNATIONAL ROLLOUT

Committed for several years to a Corporate Social Responsibility (CSR) policy – placed under a dedicated directorate since 2024 – Ingerop intensified its actions in 2025 to refine the collection of key data, expand its CSR initiatives internationally, and improve its environmental, social, and societal performance.

Although the reporting obligation has been postponed by two years for our group, we have chosen to publish our first sustainability report in 2026. Deeply aligned with our commitments, this decision spurred us to invest further throughout 2025 in structuring our data collection and advancing our CSR policy in France and abroad.

In 2025, we were therefore awarded the EcoVadis Silver rating, with a score of 70 out of 100 for the robustness of our CSR management system and for our environmental, social and societal performance. We are also working towards obtaining local labels, such as the Ecoentreprise certification in Switzerland.

7 Anchoring the environmental transition

In each of the main countries where we operate (Germany, Spain, and the UK), our environmental representatives enable us to establish a more precise group-wide carbon footprint through their data collection. They also provide essential input for our ISO 14001 certification process.

7 Appointment of a safety manager in every major subsidiary

On another vital social front – ensuring the health and safety of our employees during their travels and at their workplaces – we have appointed safety managers for our primary countries. The progressive ISO 45001 certification of our subsidiaries is part of our ongoing commitment to preventing occupational illnesses and accidents.

7 Structuring of a procurement unit

Regarding responsible procurement, our main objectives are for 80% of our framework-agreement suppliers and subcontractors to hold an EcoVadis Silver medal, and for 100% of subcontractors on-site to comply with health and safety regulations. We are consolidating our procurement unit to ensure the implementation of our responsible purchasing policy in France and, in the medium term, internationally.

7 Award of the EcoVadis Silver label

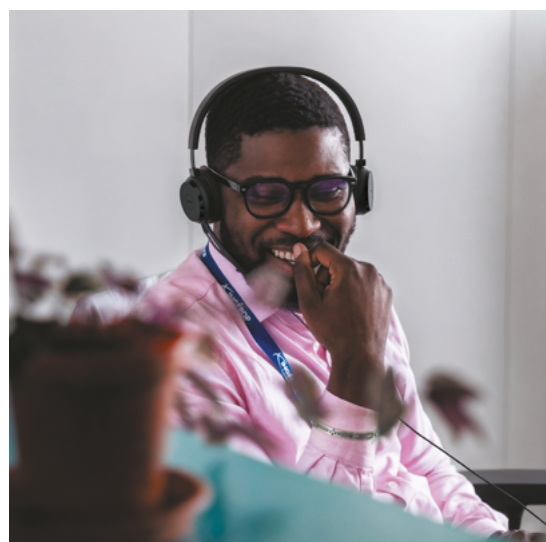
Our commitment to rolling out ISO certifications (14001, 45001) across our sites, and the achievement of environmental labels following assessments of our Group, play a key role in highlighting our exemplary practices in France and at our subsidiaries in France and abroad.

Our annual participation in the EcoVadis assessment, for example, has led us to collect CSR data internationally and encouraged us to keep pushing further and further.

Launch of the “My weight in gigabytes” indicator

In 2025, we also focused on reducing our Group’s carbon footprint through two significant initiatives. The first was to establish a dedicated digital carbon footprint, which revealed that the share of GHG⁽¹⁾ emissions from digital activities within our overall footprint was lower than expected at 10%.

Nevertheless, to raise awareness among our entire workforce, both in France and worldwide, of their digital carbon footprint, we introduced a tool called ‘My weight in gigabytes’. This tool allows each employee to find out the gigabyte weight of their emails and OneDrive storage. The aim is to encourage employees to change their habits and adopt the right behaviours to reduce their GHG emissions.



⁽¹⁾ Greenhouse gases

7 Mandatory policy on the use of rail travel

To reduce the Group's carbon footprint, another lever for action involves our business travel, the Group's primary source of GHG emissions. In 2025, we introduced a new policy making it mandatory to use the train for journeys of five hours or less. Many of these initiatives originate from our dedicated CSR think tank, ID Lab, which brings together experts from all our French and international subsidiaries.

7 Key indicators showing improvement

In the social sphere, several indicators show that the actions implemented by our Group are bearing fruit. As significant examples, in 2025, we achieved a 27% representation of women on our management bodies, and the vast majority of our employees in France received training on everyday sexism and prejudice. To make progress on all of these issues, which are at the heart of societal change, Ingerop took part in the 2025 edition of the Inclusion and CSR Dialogues.

Inter-company meetings of CSR Directors

To broaden the debate on CSR issues, our CSR Director meets with her counterparts from engineering and construction companies once a quarter to discuss the successes and challenges of CSR policies in the face of changing regulations and emerging issues.

Building on all the initiatives it carried out in 2025, Ingerop's CSR management team is fully committed to preparing for the 2028 CSRD report audit and maintaining continuous improvement across all the Group's CSR indicators.



THE INGEROP FOUNDATION: SUPPORTING RESPONSIBLE PROJECTS IN FRANCE AND AROUND THE WORLD

The Ingerop Foundation was established in 2025 under the aegis of the Fondation de France (the leading philanthropy network in France) to support projects related to integration through education, the transmission of hard and soft skills, the prevention of natural crises and disasters, and the fight against climate change in all regions where Ingerop already operates. Comprised of an internal board headed by a chairperson, the Ingerop Foundation will enable and facilitate the involvement of its employees in providing on-the-ground support to charities identified by the internal board and the Fondation de France. Depending on the projects submitted to it, the Foundation will provide human, financial or technical support to men and women within the Group of all ages who wish to participate in responsible projects.

Members of the internal board:

- **Olivier Poulet**, *Chair of the Foundation, former Ingerop Director for the Mediterranean and Indian Ocean Region – now retired*
- **Marie-Pierre Fally**, *Director of CSR and the Integrated Management System at the Ingerop Group – Member of the Group Management Committee*
- **Katherine Hurst**, *Human Resources Director at Rendel (UK subsidiary of the Ingerop Group)*
- **Stéphanie Vallerent**, *Assistant to the Scientific and Technical Director of the Ingerop Group*
- **Cyril Rollinde**, *Impact Measurement Director at Citizing, a subsidiary of the Ingerop Group*
- **Sébastien Rabu**, *Head of the Urban Department at the Ingerop Group's Lyon branch*

Members of the external board:

- **Pascale d'Artois**, *Chair of Synchronicité*
- **Anne Delos**, *Founder and Chair of Ma Friche Urbaine*
- **Charlotte Porez**, *Former director of "Re-Belle"*
- **Estelle Reveillard**, *Deputy Director in charge of Continuing Education at the École Nationale des Ponts et Chaussées*



From top to bottom and from left to right: Olivier Poulet – Marie-Pierre Fally – Cyril Rollinde – Estelle Reveillard – Charlotte Porez – Stéphanie Vallerent – Clémence Adda, CSR Officer – Yves Metz, Chair of the Ingerop Group.

AN EXEMPLARY APPROACH TO HUMAN RESOURCES, **SERVING OUR EMPLOYEES**

While successfully onboarding nearly 500 new employees in France and around the world in 2025, as well as integrating new subsidiaries, the Human Resources department has stepped up its efforts to pursue the policy of attractiveness and retention that lies at the heart of the corporate strategy.

Enhanced attractiveness and increased retention

Thanks to our ongoing efforts with our action plan to enhance our appeal, we have seen a steady decline in staff turnover and a consistent increase in long-term hires in recent years. This reflects strong organic growth and a very high level of employee satisfaction.

The professionalisation of our recruitment process in terms of both form and substance, and the increasing international focus at every stage, are strengthening candidates' commitment to and vision for the Group. This is achieved through improvements in areas such as sources, transparency, procedure, agility and response time, as well as job offers, values and working environment.



Onboarding Day

A new, dynamic onboarding programme

In France, our new onboarding programme is proving highly popular. Structured into three main stages, it features more varied, dynamic and collaborative formats. It is helping new employees to get to know the Group, settle into their roles smoothly and gain a clear understanding of their responsibilities. It is also helping them to integrate successfully. It all starts on the very first day, with a warm welcome into the team from line managers and local colleagues, whose presence and friendliness are the first signs of a smooth onboarding process, before the first induction day, which takes place after 3-4 months with the company.

Invited to Ingerop's headquarters, new employees have the opportunity to meet members of the Executive and Management Committees, including the Chair of Ingerop. The programme then continues over several months, with fun, interactive events such as webinars taking place along the way. A second day is held after twelve months – the major new feature for 2025-26 – which is aimed at strengthening the corporate culture, improving understanding of the challenges and fostering a sense of belonging. By the end of the day, all participants will have become Ingerop Ambassadors.

In addition to the onboarding process at their subsidiary, new international employees now take part in a collective online onboarding day, which brings together participants from four continents.

→ Data for France in 2025

 **350**
permanent contract hires

 **over 250**
interns welcomed

+ over 20 events
held in schools by our engineers in 2025

1 An ever-growing investment in professional excellence

In line with our commitment to research, development and innovation, we have further enhanced our training programme, enabling us to provide nearly 60,000 hours of training to Group employees across the entire organisation. In France, Campus Ingerop allows us to deliver most of our training in-house, as well as training provided by external organisations. In addition, our experts have delivered over 700 hours of training at some of the world's leading higher education institutions and universities.

1 Raising awareness of barriers to women's careers

Changing mindsets is one of the aims of our plan to increase gender diversity and promote opportunities. In 2025, a campaign focusing on barriers to women's careers provided a perfect illustration of the commitment to raising awareness of sexism. This campaign, developed in consultation with two groups of around twenty Ingerop female employees and operating under the slogan 'At Ingerop, our careers have no gender', adopted a provocative tone to raise awareness. Germany was the second country after France to run this campaign.



Posters from the 'Our careers have no gender' campaign

1 Preventing psychosocial risks

To combat the psychosocial risks they can cause, we need to identify all relevant issues, such as stress, harassment and conflict. In addition to the traditional services offered at all levels, the Human Resources department introduced an action plan for the prevention and management of these risks in 2025. This plan includes short training sessions and one-hour Express Stress Coaching sessions, which allow employees to speak to a dedicated coach. A total of 71 sessions have already been held in one year.

1 Continuing to do more for society

The Human Resources department plays a leading role in implementing effective social and environmental initiatives. In addition to the structural initiatives launched in recent years, such as charitable leave and support for charity events, and the ongoing efforts to promote the inclusion of people with disabilities within the company, 2025 saw the development and piloting of the new 'Environment 360' programme. This programme is aimed at all project managers, both in France and abroad. The programme, which was launched at the start of the year, was a resounding success, with over 250 people signing up.

In addition to all the major projects currently underway, the Human Resources department will adopt new strategic priorities in 2026. These include defining a common framework for all the Group's subsidiaries in France and internationally, consolidating the internal training offerings (e.g. Campus Ingerop and targeted training leading to qualifications), managing expertise, know-how and jobs, and identifying and supporting talent to help them develop their skills and advance in their careers.

A week dedicated to disability

In 2025, a whole week was dedicated to disability. Each day, a video on a specific disability-related topic was posted on the Group's intranet. One of these videos addressed the sensitive issue of carers and had a significant impact on Ingerop employees. The HR department received a great deal of positive feedback on the subject of this video in particular.

"Equal opportunities have always formed part of the Group's policy. We are proud to ensure that women and men are paid equally."



Marine Schelfhaut
Director of HR, France

"Following a study of the HR ecosystem at our main subsidiaries, in 2025, we entered the first phase of developing a core HRIS solution for the entire group."



Céline Morinière Lambert
Director of International HR

→ Data for France in 2025



77 %
of employees
benefitted from training in 2025



35,000 H
training received



88 %
of employees satisfied
with working⁽¹⁾

⁽¹⁾ Results of the 2025 satisfaction survey

MAJOR ADVANCES IN ECOLOGY

A key milestone was reached in 2025 in the process of familiarising all Ingerop project managers with key environmental issues, with the launch of the 'Environment 360' programme in France. The year was also marked by the establishment of a new 'Polluted Sites and Soils' department, as well as the acquisition of new projects prioritising environmental objectives.

▮ 'Environment 360':

A tailor-made environmental learning journey

35 experts engaged, 40 modules, 10 chapters, seven themes (climate, energy, biodiversity, materials and waste, soil, water, human health and environmental nuisances), 10 hours of e-learning content, etc. The work carried out to launch the 'Environment 360' programme online in 2025 has been phenomenal.

Goal: For 100% of project managers in France to have adopted this training programme and integrated it into their projects and discussions with clients by 2027. Out of a total of 500 project managers in France, 250 will complete this programme by 2026. Before the programme is rolled out to the 200 project managers internationally, there will be an adaptation phase to tailor the modules to local specifics, followed by a translation phase.

▮ Set-up of the 'Polluted Sites and Soils' department

With the project progressing faster than expected and the milestone of 300 experts having been reached, Actierra has decided to establish a new department called 'Polluted Sites and Soils' to strengthen its expertise in this market, which presents significant opportunities in terms of reuse and the circular economy. The 13-hectare extension of the Georges-Valbon Park in La Courneuve, inaugurated in 2025, is a perfect example of this department's potential. For this project, Ingerop managed all the work involved in transforming a 'species site' used for storing military hydrocarbons into a 'plant species site'. This involved several years of soil decontamination, ultimately turning a former industrial site into a living space.

Thanks to Actierra's multidisciplinary expertise, the Group won many other projects in 2025. The SERM (Service Express Régional Métropolitain) in Rouen and the two 'Quartiers de Demain' neighbourhoods are prime examples of the eco-design expertise acquired by Ingerop.

▮ Rouen SERM: a resilience study praised by the SGP

In 2025, Ingerop was praised by the SGP (Société des Grands Projets), the French state-owned agency responsible for managing major infrastructure projects, for the exceptional quality of its climate change resilience studies for the SERM (Service Express Régional Métropolitain) in Rouen. In the view of the SGP, the approach, methodology and results of these studies were so exemplary that the company is considering making this study the benchmark for all other SERM projects — around twenty in total.

▮ 'Quartiers de Demain': two winning projects with Ingerop

The French government launched the first international consultation of its kind in over 40 years with 'Quartiers de Demain'. The aim is to transform ten neighbourhoods into laboratories for tomorrow's architecture, addressing the challenges of ecological, social and cultural transitions. Following the consultation, Ingerop was one of the winning teams for two major projects: the Ponsonne neighbourhood in Manosque and the Saige neighbourhood in Pessac.

From now on, every engineering project led by Ingerop, both in France and internationally, will consider the major challenges that relate to ecological and energy transitions. The adoption of these challenges by all Group employees will be accelerated in 2026.

A new green corridor in Barcelona

Ingerop is at the forefront of new urban planning models adapted to the impacts of climate change. The company made its mark in Spain by winning the tender to redevelop the new green corridor along Comte Borrell, Parlament and Aldana streets in Barcelona. In this project, Ingerop is harmoniously bringing together three ecosystems: the plant ecosystem, by transforming the corridor into a green space; the social ecosystem, by making the area accessible to the local population; and the services ecosystem, by prioritising soft mobility.



In June 2025, Inès Ferguson (Chair of the EFCA, the European Federation of Engineering Consultancy Associations), Yves Metz (Chair of the Ingerop Group and Vice-Chair of Syntec Ingénierie) and Pierre Chaugny (Ingerop's Director of Sustainable Development) took part in a Syntec Ingénierie podcast.



R&D AND INNOVATION: THE WINNING COMBINATION FOR THE FUTURE

The launch of the new IN³ season saw strong international participation, the delivery of innovative solutions such as Ingér'up, the initiation of new theses and European collaborative research programmes. These important milestones in innovation and R&D at Ingerop will shape the future throughout 2025.

7 IN³ Season 4: International participation on the agenda

In 2025, our international intrapreneurship programme, IN³, successfully launched the fourth edition with a significant increase in participation. A total of 47 projects were submitted, including 15 from international teams — the highest number since IN³ was created. Nineteen projects were selected to pitch to the Innovation Committee, eleven of which were chosen to enter the personalised support phase.

7 Several industrial start-ups attracted by the Ingér'up offering

Among the innovative solutions launched at the end of 2024, Ingér'up emphasised the significance of its comprehensive offering, which encompasses all aspects of industrial project feasibility and the commissioning of the first plant. In 2025, Ingér'up supported nearly a dozen start-ups from a wide range of sectors, including VoltR (lithium battery production) and DIAMFAB (the first synthetic diamond production plant).



With support from Ingér'up, the Diamfab clean room was developed for the production of synthetic diamonds.

7 Equity financing of OTRERA

The group also supports the industrial stars of the future through its equity investments. In January 2026, it invested in OTRERA, a start-up developing innovative small modular reactors (SMR⁽¹⁾) using sodium-cooled fast neutrons. In parallel with the Series A funding, Ingerop is involved in designing and qualifying OTRERA's prototype reactor.

7 Large-scale R&D enhanced through external growth

As a source of innovative expertise, our external growth strategy can yield some pleasant surprises in terms of the R&D programmes already being carried out by newly acquired companies.

In 2025, we were able to launch a new thesis on methods for the economic valuation of biodiversity, co-supervised by INRAE⁽²⁾ Grand Est in Nancy, thanks to the integration of Citizing, which enabled us to benefit from its academic expertise.

7 Highly promising new theses

In 2025, in addition to successfully defending a thesis co-supervised by our construction teams and ENSA⁽³⁾

Paris-Malaquais on adding a bio-based additive to raw earth to make it a durable building material, we also supervised new doctoral theses. The first focuses on the development of a device for measuring the loads borne by local feeder lines. This is part of the collaborative AREA Rail Test Track project, which is testing less costly solutions for the regeneration and maintenance of these lines. The second thesis, which is co-supervised by our subsidiaries ARCORA and AVLS, will make recommendations on how to reduce the acoustic and mechanical impact of sunshades on building façades. The third, which is co-supervised by our subsidiary CICAD and the Université Grenoble Alpes, focuses on the potential of AI to improve our planning tools.



Textured samples made from 3D-printed raw earth taken before the water erosion test.

7 Two new collaborative programmes

In the field of collaborative research, we embarked on two new programmes in 2025. The first, COOL-STREET, is funded by ADEME and compares the effectiveness of five urban cooling solutions on a street-by-street basis. The second, HEAT, has a budget of €10 million and is a large-scale European initiative bringing together around thirty partners, including Actierra. It focuses on how the European Union can adapt to extreme heatwaves.

In 2026, Ingerop's innovation and R&D efforts, particularly its ambitious external growth strategy and the achievements of IN³, will contribute to the eco-design of tomorrow's world. This is part of an ongoing commitment to adapting to the climate emergency and mitigating its impacts.

192,000 h

dedicated to R&D and Innovation

37

scientific publications

13

collaborative research programmes

⁽¹⁾Small Modular Reactor - ⁽²⁾National Research Institute for Agriculture, Food and the Environment - ⁽³⁾National School of Architecture

DIGITAL EXPERIMENTS TO GO FURTHER

In 2025, Ingerop stepped up its efforts to facilitate the adoption of digital technologies by its operational teams in France and internationally by maximising synergies between its Digital Development Team (DIG) and its Digital Services Directorate (DSN), and by exploring the potential of generative AI.



Workshop during the 2nd Dev Day

Optimised interactions

In early 2025, the DSN successfully integrated the DIG, which consisted of around ten software developers. Their mission: to address the digital concerns of operational staff by encouraging open dialogue and selecting high-performance application technologies. To this end, the DIG team supports the development of digital tools proposed by our subsidiaries. The most popular of these are then handed over to DSN for rollout.

2nd Dev Day: Fruitful discussions

As part of our efforts to streamline interactions between operational teams and DSN resources, more than thirty IT developers from our French and international subsidiaries came together for the 2nd Dev Day. This allowed them to connect with the DSN ecosystem and discuss the standardisation of IT solutions and best practices.

GenAI trials

In the field of generative AI (GenAI), 2025 saw the start of an experimental phase aimed at equipping the Group with its own generative AI platform to boost employee productivity. Two pilot phases were launched to test the various solutions available on the market. At the end of this phase, Ingerop selected the most suitable digital solution, considering criteria such as data sovereignty and reducing the environmental footprint.

Distribution of the first AI charter

Raising our employees' awareness of data protection and data privacy is a priority for the Group. To provide an initial framework for the responsible use of AI, the Group distributed the first version of the Ingerop AI Charter to all employees in 2025. This outlined the risks and best practices and raised awareness of the environmental challenges associated with AI.



Internal deployment of a 24/7 SOC

In 2025, we set up an additional layer of protection for our data by establishing a Security Operations Centre (SOC). This centre operates 24/7 to identify, intercept and eliminate potential cyber threats. In addition to continuing our cybersecurity mission for the Société des Grands Projets (SGP) at several Grand Paris Express stations, we have been awarded a framework contract by the Court of Justice of the European Union in Luxembourg for the provision of security consulting and engineering services.

In 2026, we will undertake major Group-wide digital projects, including structuring and standardising our operational data, modernising our internal search engine and reference and CV database, generating automated reports and verifying the compliance of our deliverables using AI.

NEW ACQUISITIONS IN 2025 AND EARLY 2026



STONEBRIDGE COMMERCIAL SOLUTIONS LTD

United Kingdom, Scotland

Stonebridge Commercial Solutions was founded in 2016 and specialises in contracts, risk management and the resolution of commercial disputes for major international construction projects. The Group benefits greatly from the firm's experience in providing advice and contractual support on complex infrastructure projects, such as hospitals, gold mines, nuclear power stations, international airports, railway lines, liquefied natural gas (LNG) plants, desalination plants, LNG power stations and aviation fuel facilities.



HYNA + WEIß

Germany

Founded in 1990 and based in Augsburg, Hyna + Weiß is a civil engineering and road infrastructure firm. The company has expertise in all phases of planning and implementing road infrastructure projects, incorporating environmental and social considerations into each one.

This acquisition addresses a highly strategic challenge for Ingerop in Germany by strengthening its road infrastructure service offering and enabling it to submit comprehensive bids for road and motorway projects, including linear and underground structures.



VALÉTUDES

France

The design office was established in Valenciennes in 2009. With a team of 20 specialists in hydraulics, the environment, river engineering, port infrastructure, brownfield sites and quarries, it is strengthening the Group's presence in the Hauts-de-France region. This acquisition allows us to provide comprehensive, climate-resilient infrastructure solutions.



EMCI

France

Based in Saint-Denis, Reunion Island, and founded in 2014, EMCI is an independent company specialising in structural engineering. Its expertise in reinforced concrete, steel and timber structures, seismic analysis and special foundations is recognised by local public and private sector organisations.



AUXITEC TÉCNICA Y CONTROL

Spain

Established in 1998, this Spanish company specialises in systems engineering for railway infrastructure, particularly in the field of railway signalling for conventional and high-speed lines. This acquisition marks a new milestone in Ingerop's evolution in Spain, enabling it to consolidate its expertise in railway signalling, particularly in ERTMS (European Rail Traffic Management System), and to expand its partnerships with the sector's leading manufacturers.

By acquiring EMCI, which has contributed to numerous landmark projects in Reunion Island, Ingerop is strengthening its presence in the Indian Ocean region.

2025 CONTINUED GROWTH



Close to
3,700 employees
around the world



SHAREHOLDING

100%

of the capital held
by employees

90%

by executives

10%

by employees via
the company mutual fund

More than

110



permanent sites

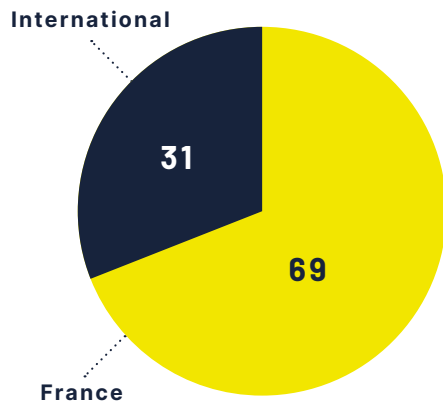
ORDER BOOK

€762M

as of the end of February 2026,
i.e., 17 months of activity

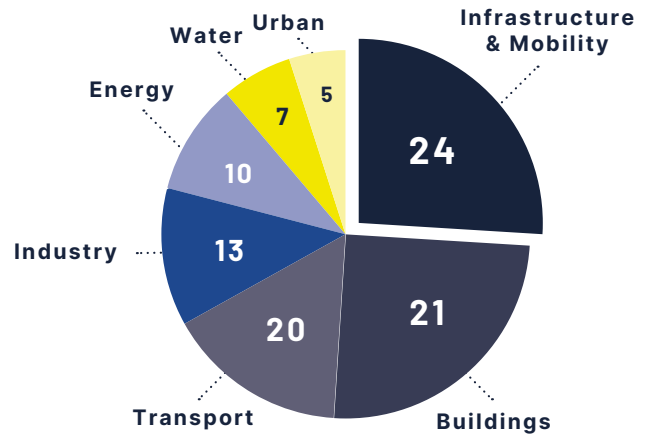
TURNOVER BREAKDOWN

(IN %)



ACTIVITY BREAKDOWN

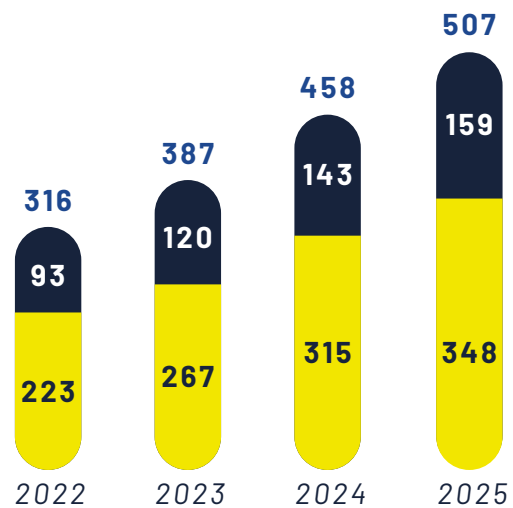
(IN %)



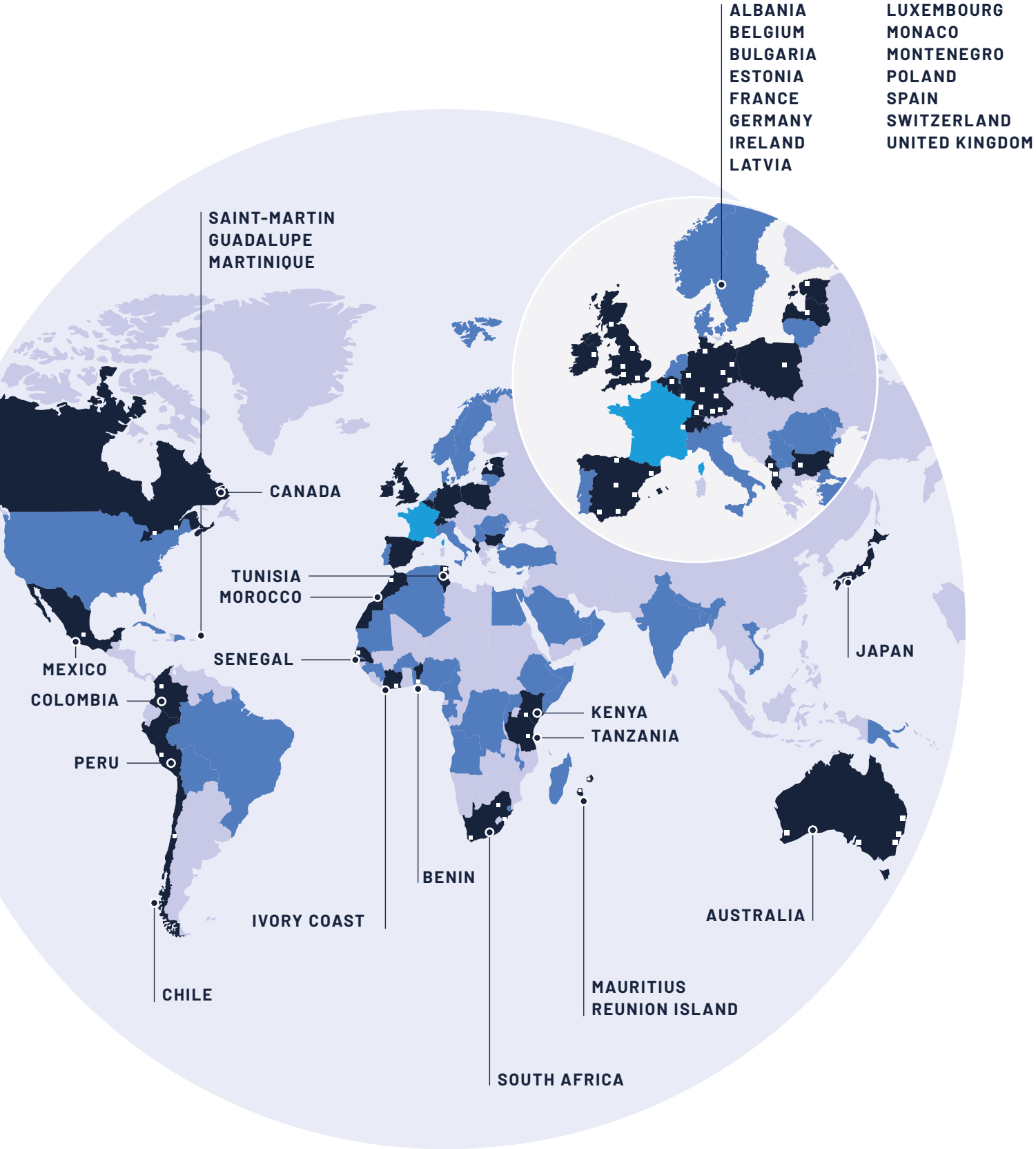
TURNOVER

(IN MILLIONS OF €)

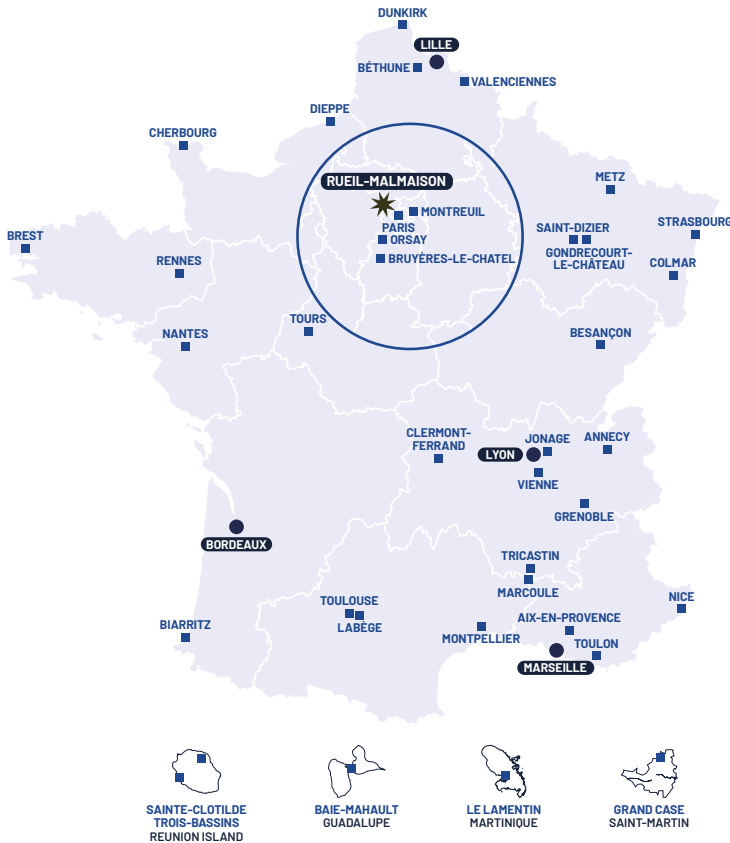
- Consolidated turnover
- International turnover (including exports)
- Turnover France



A GROWING INTERNATIONAL PRESENCE...



...AND IN FRANCE



FRANCE

- ★ Headquarters
- Regional offices
- Locations

INTERNATIONAL

- Locations
- Recent export projects
- Branches

OUR INTERNATIONAL SUBSIDIARIES...

AFRICA

- Helveos Dakar
- Helveos Senegal
- Horizon Project Management
- Ingerop Benin
- Ingerop East Africa
- Ingerop International Consultants
- Ingerop Ivory Coast
- Ingerop South Africa
- Intec
- SGL Tanzania

ASIA & THE PACIFIC

- ASPEC
- Ingérosec
- Rendel Ingerop PTY

EUROPE

- Arcora Belgium
- Geos Ingénieurs Conseils
- Helveos
- Ingerop Albania
- Ingerop Bulgaria
- Ingerop Deutschland
 - Hyna + Weiß
 - IBF
- Ingerop Estonia
- Ingerop Latvia
- Ingerop Luxembourg
- Ingerop Monaco
- Ingerop Montenegro
- Ingerop Poland
- Ingerop T3
 - Auxitec
 - Evectra
 - Leedeo Engineering
 - Smart2
- Rendel
- Stonebridge Commercial Solutions Ltd
- T&RS Engineering
- Rendel Ingerop Ireland

NORTH AMERICA

- Ingerop Canada
- Ingerop Mexico
- Ingerop Rendel Canada

SOUTH AMERICA

- Ingerop Chile
- Ingerop Colombia
- Ingerop Peru

... AND OUR FRENCH

- Actierra
- Acxes by Ingerop
- Arcora
- Atelier des Territoires
- AVLS
- Axfer
- Cicad
- Citizing
- City Climate X
- Deltaedre Engineering
- EMCI
- En-Lab
- Envirotech
- Geos Ingénieurs Conseil
- GLI
- Guez Caraïbes
- Ingerop Contracting
- Ingerop Life Sciences
- Mazet & Associés
- Valétudes

7 FIELDS OF ACTIVITY

BUILDINGS

Designing high-performance, sustainable buildings where people can learn, live, work, receive care and thrive.

page 22



WATER

Designing hydraulic infrastructures and river works. Creating, extending or redeveloping port areas. Encouraging controlled development to preserve natural environments.

page 26



ENERGY

In response to the climate emergency, we are meeting the challenges of low-carbon power generation and proposing virtuous solutions for storing, managing and transporting energy.

page 30



INDUSTRY

Meeting clients' needs at every stage of their projects. Innovating alongside manufacturers to successfully navigate the transitions ahead and meet the challenges of tomorrow.

page 34



INFRASTRUCTURE & MOBILITY

Designing, implementing and upgrading sustainable transport infrastructures. Envisioning transport solutions capable of adapting to changing needs.

page 38



URBAN

Working towards transforming urban areas into low-carbon areas that are resilient and adapted to climate change.

page 46

TRANSPORT

Enabling everyone to travel and access comfortable modes of transport. Developing networks with the most modern systems. Anticipating new mass travel needs.

page 42

NOS MISSIONS

- Project management support
- Feasibility studies
- Preliminary studies
- Advice to public institutions
- Project management
- Integrated engineering
- Detailed studies
- Administrative procedures
- Project management
- Procurement
- Environmental studies
- Execution studies
- Works supervision
- Summary of execution studies
- Scheduling
- Project control
- Coordination
- Coordination of fire safety systems
- Operations and maintenance support
- Turnkey delivery or general contracting

7 BUILDINGS

"Thanks to our comprehensive range of services, which combine technical and economic expertise with environmental integration, we are now a key player in designing and regenerating next-generation, multi-purpose, low-carbon, energy-efficient buildings.

In France, where the new commercial property market is rather sluggish, we have focused our offering on value-added assessments and renovations. At the same time, we have maintained a proactive approach to winning contracts in all public sectors, including healthcare, airports and defence.

Internationally, we are accelerating our targeted expansion through hospital, hotel and transport hub projects in Europe and Africa. We are also actively developing our engineering and architecture services in Germany and Spain."

LUDOVIC VAZ

Director of the Buildings Division



CONSTRUCTION AND RENOVATION OF A BUILDING AT CENTRE HENRI BECQUEREL

📍 Rouen (76), France

🏢 Centre Henri Becquerel

Given the growing number of cancer patients, it is crucial to increase hospital admissions capacity and improve infrastructure. In this context, the Centre Henri Becquerel's ambition is clear: to embody the hospital of tomorrow. This initiative includes the extension and restructuring of the site, which covers more than 20,000 square metres. The new Becquerel 1 building will form the centrepiece of this transformation. It is primarily dedicated to outpatient care and will be linked to Becquerel 2 by a spectacular bridge. At the same time, part of the Becquerel 2 facility will undergo refurbishment to expand and modernise its technical capabilities.

Ingerop is supporting this ambitious project in its capacity as general engineering contractor.

Architect : Groupe-6 architectes



CONSTRUCTION OF A CONSERVATION CENTRE

📍 Amiens (80), France 🏢 National Library of France

This project comprises two buildings and is located in a neighbourhood that is evolving rapidly.

The first building houses the National Library of France's storage area and consists of a series of gantries enclosed by fine stainless steel mesh. Its airtight design ensures optimal preservation conditions for collection items and helps reduce energy consumption.

A total of 260 kilometres of documents are stored in a fully automated, 100,000 cubic metres hall that is maintained in a low-oxygen environment.

The second building, which is dedicated to workshops and logistics, features a concrete and timber frame with large, glazed sections.

Ingerop is responsible for engineering the technical work packages, acoustics, environmental project management and overall cost consultancy.

Architect : TVK



RENOVATION AND REDEVELOPMENT WORKS ON THE ÎLOT SAINT-GERMAIN SITE

📍 Paris (75), France 🏢 VINCI Immobilier Constellation

The redevelopment of the former Ministry of Armed Forces site into a Palace-category, five-star hotel complex and ultra-luxury tourist accommodation covers an area of over 30,000 square metres. The project will comprise 101 rooms, 23 apartments, three swimming pools (including a rooftop pool), three restaurants, two bars and a wellness and fitness complex. Ingerop is responsible for managing the design studies and execution of the project through its subsidiary, Cicad. This major project in the heart of Paris confirms Ingerop's expertise in managing complex operations and consolidates its position as a leading player in hotel project development.

Architect : Atelier COS



CONSTRUCTION OF THE AIX-MARSEILLE UNIVERSITY ECO CAMPUS

 Aix-en-Provence (13), France  Aix-Marseille University

This project unites all of Aix-en-Provence's economics and management degree programmes on a single site spanning 11,600 square metres and located within a wooded area covering over three hectares.

This new space houses teaching facilities and seven lecture theatres with capacities ranging from 120 to 400 seats. It also incorporates a library, a cafeteria and HQE-certified (High Environmental Quality) landscaping. The project is notable for its approach, which respects the heritage of the site by preserving traces of the former bastide in the building's façade.

With prestigious certifications such as BDM Or and Attitude Environnement Or, the Éco Campus exemplifies a commitment to creating sustainable and inspiring educational spaces.

Ingerop is responsible for engineering the technical work packages, acoustics and commissioning for this project.

Partners : Travaux du Midi - Bouygues énergies – CCD Architecture STOA - OASIS



BUILDING INFORMATION MODELLING (BIM) IN THE DESIGN OF THREE LOCAL HOSPITALS

 Ivory Coast  VAMED International Hospital Projects France

This project involves carrying out preliminary design studies for three local hospitals to be constructed in Soubré, Issia and Biankouma, all of which are located in Ivory Coast near the Liberian border.

Each of these healthcare facilities has a gross floor area of around 10,000 square metres and will offer general medical services, including medicine, surgery and obstetrics.

The studies, which were led by Ingerop, covered all aspects of the architecture and the technical work packages. They were carried out entirely using Building Information Modelling (BIM) at a detail level of LOD 300, which ensured advanced coordination between the various disciplines and provided overall control of the project.

Architect : LEA Architectes



TRANSFORMATION OF VILAFRANCA DEL PENEDÈS RAILWAY STATION

Vilafranca del Penedès, Spain  ADIF

This project to transform Vilafranca del Penedès railway station will meet new mobility requirements and improve the quality of public spaces.

The contemporary architectural extension of the building reorganises passenger flows, optimises circulation and ensures universal accessibility.

The entire structure is unified by a large roof, which provides protection from the elements and allows ample natural light to reach the underground platforms.

Meanwhile, covering the tracks in a trench enables the construction of a railway tunnel and frees up a large public space, ensuring urban continuity and reconnecting previously fragmented neighbourhoods.

Ingerop is responsible for the architectural and structural design, as well as the electrification systems.

Architecte : Ingerop



WORKING ACROSS THE GLOBE

“Although I hadn’t envisaged working for a large French company, Ingerop’s size and range of activities provide a wealth of knowledge and experience to pursue other opportunities. What drives me is the superb teamwork with my co-workers from a broad spectrum of building engineering specialisms on diverse and thrilling projects. For my part, I mainly work on projects in Munich and, more broadly, across Germany.”



Lena Grubert
Heating, Ventilation
and Air-Conditioning Systems
Design Engineer
Ingerop Deutschland

“Working on an export project presents me with a genuine professional opportunity. I get to discover new regulatory, institutional and cultural frameworks, and I have to adapt my communication style and methods to local practices. These projects encourage dialogue with Ingerop’s local entities, facilitate the pooling of expertise and allow feedback to be shared. While these projects are more demanding, they are also highly motivating and create value for the teams and the group.”



Tom Bessières
Project Manager, Private Building
Division – Industry
Ingerop

7 WATER

"Water lies at the heart of many of today's major challenges, including those relating to climate, energy, resource conservation and defence. Our business has been addressing these issues for a long time, both in France and through our specialised subsidiaries abroad. In the field of urban water management, particularly in the areas of drinking water supply and wastewater treatment, we have a strong international presence, particularly in Africa. In 2025, we won the second phase of our largest drinking water contract in South Africa. In the river segment, our expertise in managing watercourses and retention basins is in high demand as severe flooding becomes more common. In the maritime segment, our teams export their expertise in port development to numerous countries. In France, they provide project management assistance for marinas and project management for military defence port facilities and ports involved in maintaining offshore wind farms."

LUDOVIC GAUTIER
Director of the Water Division



THAMES BARRIER

📍 London, United Kingdom

🏢 Environment Agency (EA)

The Thames Barrier is one of the world's largest mobile flood protection systems. It safeguards central London and the surrounding area against extreme tides and storms. Rendel, the original designer, has been involved in the project since the barrier opened in 1982, carrying out ongoing assessments to extend its service life.

The project includes detailed design, specifications and performance testing of critical elements, as well as trials and supervision of the construction site.



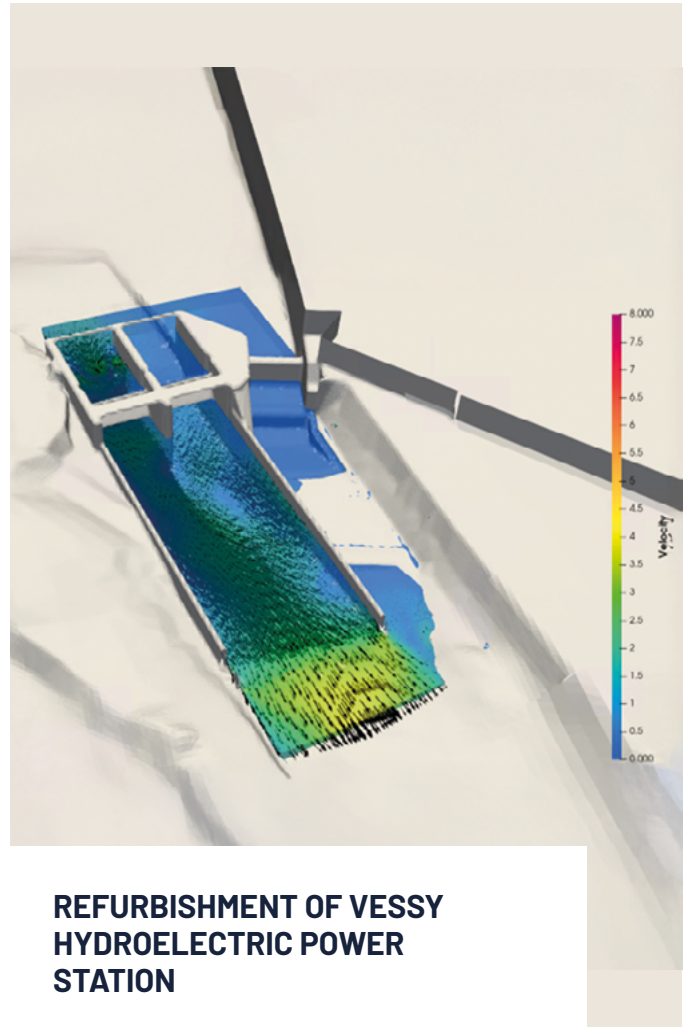
UMKHOMAZI DRINKING WATER SUPPLY

📍 Kwazulu Natal, South Africa 🏢 uMngeni-uThukela Water

It is expected that the demand for water in the Durban metropolitan area will exceed supply from all current sources over the next ten years. The existing water supply network from the uMngeni River is insufficient to meet the projected growth in demand.

Phase 1 of the project (uMWP-1) will comprise the Smithfield Dam, a raw water tunnel to Baynesfield, the Langa buffer dam, and a water treatment plant and raw water pipeline in the Baynesfield area.

Our subsidiary will be responsible for designing and supervising the construction of a 21.3 kilometre-long, 2,800/2,600 millimetre-diameter steel drinking water pipeline, as well as carrying out related works.



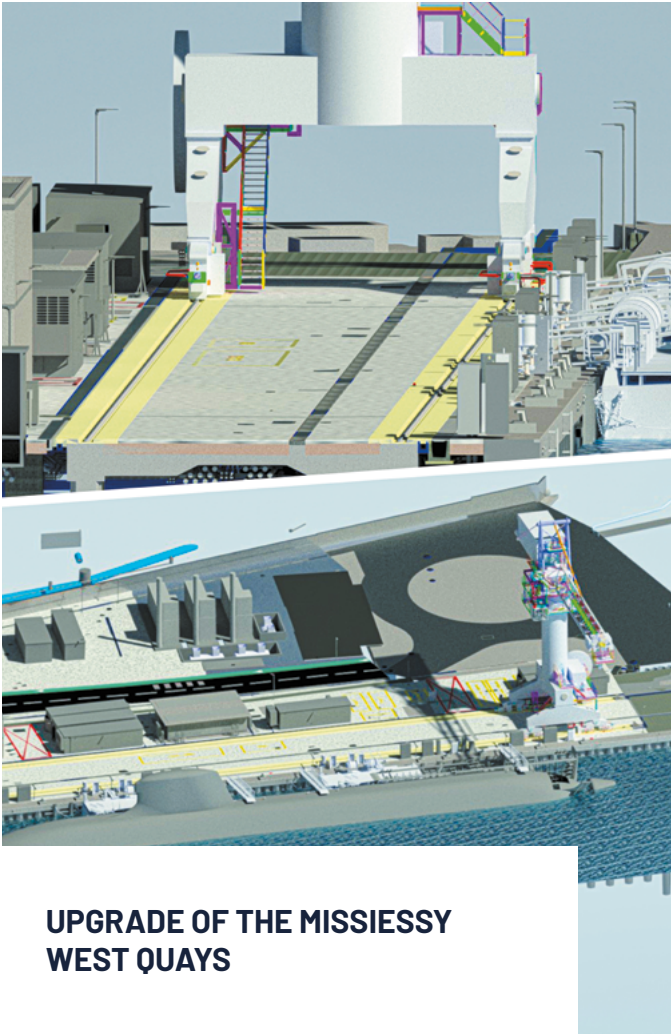
REFURBISHMENT OF VESSY HYDROELECTRIC POWER STATION

📍 Geneva, Switzerland 🏢 Services Industriels de Genève

Helveos is providing full project management for the Vessy II project. This includes:

- Construction of a new hydroelectric power plant at the flushing dam site, equipped with Very Low Head (VLH) turbines, while ensuring sediment continuity in the Arve River.
- Decommissioning of the existing power plant (Vessy I).
- Construction of a new fish passage on the left bank and the redevelopment of the headrace and tailrace channels.
- Relocation of the Arve aquifer recharge screen to a new intake structure.

The power plant has a capacity of 2 MW.



UPGRADE OF THE MISSIESY WEST QUAYS

Toulon (83), France SID TOULON

The three berths on the west quays of the Missiesy Basin are to be modified to allow Rubis- and Suffren-class nuclear submarines to be refuelled there. This project involves installing a combi wall reinforcement structure in front of the existing quay. This structure is supported at the front by a gantry system on piles and provides load-bearing capacity for the large-capacity crane track. This system is therefore independent of the existing quay structure.

The project also involves incorporating a water intake for cooling purposes (cold water intake and hot water discharge) and robust network interfaces, all within a nuclear safety framework. The submarines will be berthed at floating slipways.

Ingerop is responsible for project managing the marine engineering work as part of a design-and-build contract.



COMPLETE RENOVATION OF THE MCTC TERMINAL

Matadi, Democratic Republic of Congo Conterm Holding LLC

The development solution involves completely resurfacing the deck of the existing piled quay and constructing a new 30-metre-wide, 350-metre-long piled quay in front of the current structure.

The project also includes the construction of three access platforms for the new quay and the complete redevelopment of the seven-hectare container yard.

The project's primary objective is to enhance the container terminal's operating capacity while ensuring the safety of the structures and providing a flexible and adaptable layout. The work is being carried out in two phases, with half of the facilities remaining operational at all times.



DOWNSTREAM IMPROVEMENTS ON THE CADEREAU D'UZÈS AND THE VISTRE DE LA FONTAINE

📍 Nîmes (30), France

🏢 City of Nîmes – Société Publique Locale d'Agathe

Following the floods on 6 and 8 September 2005, the City of Nîmes applied for extraordinary state aid to speed up the implementation of the flood protection plan.

The project is part of the 'Cadereau' flash-flood channel programme. More specifically, the development work focuses on two tributaries of the Vistre:

- The Vistre de la Fontaine flash-flood channel, including the construction of the Tour de l'Évêque basin.
- The Uzès flash-flood channel, including the excavation of the Magaille basin.

For which Ingerop is providing full project management.



7 WORKING ACROSS THE GLOBE

"Our teams are familiar with the Aqaba area, as our UK subsidiary, Rendel, has worked on projects there in the past. It will be the second largest desalination plant in the world, with a treatment capacity of 850,000 cubic metres per day! This is an ambitious project involving the application

of US regulations (American Concrete Institute - ACI) and a multidisciplinary team. Meeting the growing challenge of ensuring access to drinking water is a real source of motivation!"



Etienne Avon

Civil Engineering Project Manager, Ingerop

"Our expertise in dam engineering is evident in flagship projects such as the Frauenau Dam. We carried out a thorough inspection of the dam using our own developed methodology to assess structural defects and verify the structure's integrity.

This strategic facility plays a vital role in the regional water supply. Ensuring the long-term safety and performance of dams like this one remains at the heart of our commitments."



Mareike Förster

Project Manager, Ingerop Deutschland

7 ENERGY

"In 2025, our business was supported by two sectors with high growth potential: nuclear energy and electricity transmission. In France, our nuclear expertise was selected for the EPR2 programme, several AMR1 reactors and nuclear deterrence facilities. In the United Kingdom, we are replicating the studies carried out on the Hinkley Point EPR reactor to construct the Sizewell EPR reactor.

In the important European sector of electricity transmission and distribution, we have strengthened our positions in France, Germany and Spain.

In 2026, we plan to expand our offerings to target markets for transitioning industrial processes from fossil fuels to electricity and for producing synthetic fuels from captured CO2 and green hydrogen."

⁽¹⁾Advanced Modular Reactor

FRANÇOIS LAUPRÊTRE
Director of the Energy Division



ONSHORE HVAC CONVERTER TRANSMISSION

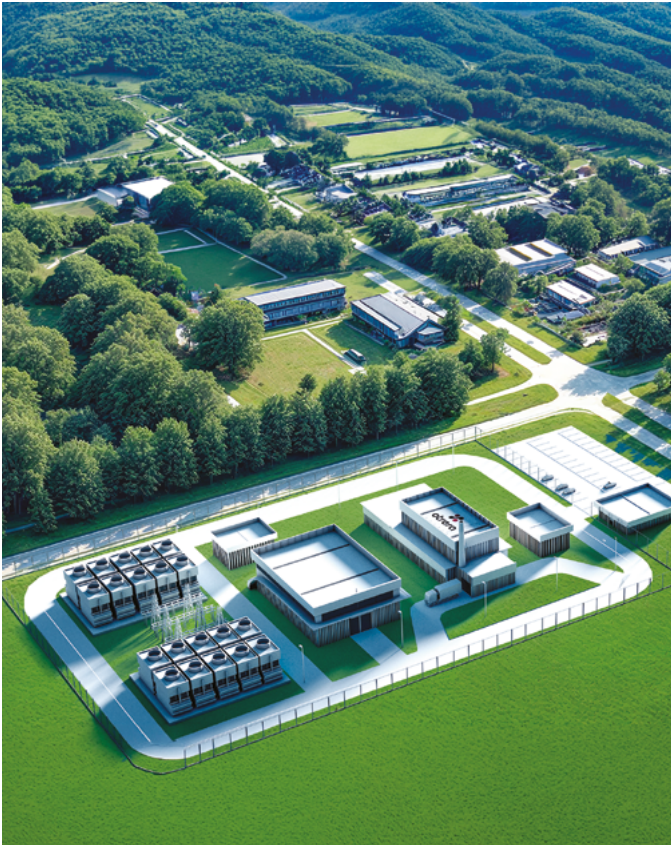
📍 Rappenhagen, Germany

🏢 50Hertz Transmission GmbH

The transmission system operator 50Hertz is currently working with the Danish transmission system operator Energinet to implement the Bornholm Energy Island (BEI) project. Electricity generated by offshore wind farms off the coast of Bornholm will be supplied to the German grid. The system will have a capacity of 3 GW, with 2 GW allocated to the Mecklenburg-Vorpommern region.

The team from Ingerop Deutschland is supporting this project by providing expertise in designing a 2 GW converter station:

- Project management.
- Drafting of the functional specifications.
- Architectural and structural design, overall planning, mechanical, electrical and plumbing engineering, coordination and scheduling, consultancy (including sustainability and certification from the German Sustainable Building Council – DGNB), building physics and BIM.
- Design studies.
- Submission of the building permit application.



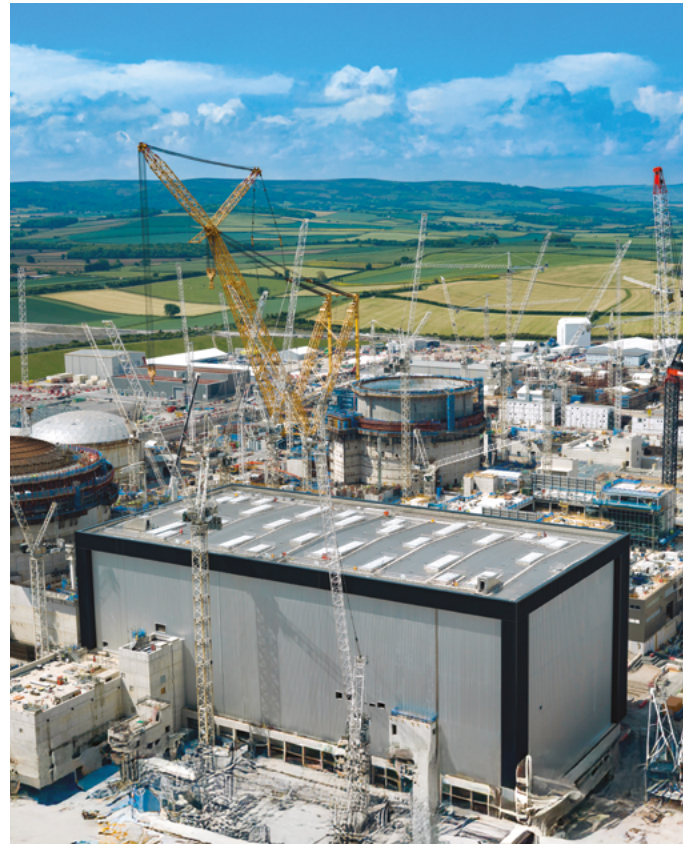
SODIUM-COOLED FAST NEUTRON SMR

📍 France 🏢 Otrera New Energy

Founded in 2024 by Frédéric Varaine and selected for the France 2030 call for projects by the Banque Publique d'Investissement, Otrera originated from the CEA and brings together French expertise in fast neutron reactors. The company is developing a next-generation small nuclear reactor capable of producing low-carbon electricity and heat at a competitive and optimised cost.

To support it in carrying out the preliminary design studies for its first reactor, Otrera One (200 MWth – 80 MWe), the start-up called on Ingerop.

The challenge to obtain the necessary permits first time they are applied for application is crucial. Our mission is to be a preferred partner capable of combining design excellence, regulatory rigour, agility and adherence to deadlines and cost targets.



HINKLEY POINT C TURBINE HALLS

📍 Hinkley Point, United Kingdom 🏢 Bylor (on behalf of NNB GenCo)

Since 2018, the Bylor consortium (Bouygues TP and Laing O'Rourke) has subcontracted Ingerop and its subsidiary Rendel to carry out the detailed design studies for the two turbine halls at the nuclear power plant (steel structure and civil engineering for the concrete floors), as well as the design of the cladding, roofing and technical work packages (electricity, ventilation and plumbing).

Following the end client's completion and approval of this work, Bylor renewed its trust in our teams by appointing them to a Construction Engineering Support role during the construction phase. This role includes:

- Reviewing the documents produced by the construction company.
- Producing sensitivity studies in the event of changes to equipment costs.
- Performing temporary studies during the construction phase.



OPERATIONAL SUPPORT CENTER (OSC) FOR THE EPR2S

📍 Penly (Seine-Maritime), Gravelines (Nord) and Bugey (Ain), France

🏢 Eiffage Construction Normandie / EDF

France is entering a new era in civil nuclear energy with its EPR2 plan, which involves building six new reactors at three sites.

Ingerop and its subsidiaries, including Actierra, are supporting the design and construction of the Operational Support Centres (OSC). Over 100 of the Group's ISO 19443-certified nuclear infrastructure engineers and technicians will be deployed to fulfil two project management roles:

- A design and construction contract with Eiffage Construction Normandie, in collaboration with the architectural firm ATAUB, for the Penly OSC.
- A project management contract for the Gravelines and Bugey OSCs, acting on behalf of EDF.

Ingerop's expertise in soil analysis and designing resilient infrastructure in response to local climatic and geotechnical conditions will enable it to meet the high safety, ecological, sustainable and comfort standards required.



PILOT PLANT

📍 France

🏢 Spark Cleantech

Spark Cleantech is a start-up founded by the CNRS and CentraleSupélec that is developing a methane plasmalysis process. This process will enable the production of low-carbon hydrogen from cost-effective, locally sourced natural gas, while recovering clean solid carbon. This approach will facilitate large-scale decarbonisation of the industry without putting additional strain on the electricity grid.

Ingerop is supporting Spark Cleantech in the design of the pilot plant by providing project management assistance services.

- Preliminary design studies: design of the process flow diagramme, selection of equipment technologies, 2D/3D drawings.
- Pre-consultations with process equipment suppliers: drafting of process datasheets, consultation and evaluation of tenders, technical and commercial recommendations, comparison of capital expenditure(s).
- Recommendations on the equipment operating ranges.
- ATEX compliance support, risk analysis.



ELECTRIC HGV CHARGING STATION

📍 France 🏢 Voltix

Voltix, a subsidiary of the VINCI Group, is developing its own network of charging stations for electric heavy goods vehicles (HGV). The company plans to deploy around fifty stations on priority routes and in major logistics hubs by 2028. These hubs will be equipped with megawatt fast-charging systems (MCS), which are charging stations with a capacity ranging from 350 kW to 1 MW. They will also have a photovoltaic canopy and an access control system with number plate recognition.

The teams from Ingerop are responsible for project management of the design of an initial charging station located in the Vienne department, including civil engineering, structural engineering, external works, electrical engineering and environmental aspects.

An active environmental approach is being pursued to meet regulatory requirements and the VINCI Group's environmental objectives for 2030.



WORKING ACROSS THE GLOBE

"I had the opportunity to work with our subsidiary, Rendel, as the project manager on the HK1222 (Hinkley Point C) contract in the UK. This experience strengthened my understanding of international technical and contractual practices and improved my ability to coordinate major projects. It also provided genuine cultural exposure and the ability to adapt to new working methods. It was a highly rewarding experience!"



Janio Daza
Director of the Ingerop
Structures Division

"Most of the contracts won by Ingerop Spain are international. Working in this context has given me a new perspective and enriched my understanding of engineering. Contributing to the opening up of new markets in the engineering sector, identifying opportunities, and working on strategic projects gives me a real sense of achievement and contribution within the Ingerop Group. The autonomy and trust I am given are key to my motivation."



Maria Lorenzo
International Business Development
Manager,
Ingerop Spain

7 INDUSTRY

"In 2025, we continued to work on major projects in Germany, on Thyssenkrupp's green steelworks, and in Morocco, on the expansion of the Stellantis plant. We also strengthened our presence in the aerospace sector by renewing our framework agreement with Airbus and formalising a support contract with Safran for its new carbon brake production facility. In the defence sector, companies such as Naval Group, MBDA, KNDS and Rheinmetall have also placed their trust in us for their operational programmes, both in France and internationally.

Our teams are working with Framatome to bolster the capabilities of the nuclear industry.

Our expertise in process engineering and data centre environments represents growth opportunities for 2026, as does the structuring of our operations in Europe and Australia."

JEAN-LUC GAILLARD
Director of the Industry Division



DATA CENTRE

📍 France

📄 Telecommunications,
IT and banking groups

Our experts develop and protect digital data by providing solutions that combine high energy performance, environmental responsibility, and economic optimisation. We design modular facilities incorporating the latest technologies using our project management methods and modelling tools, and we provide support for the Uptime certification of data centres.

We offer consultancy services on regulatory security and technical expertise to our clients and partners, particularly in the areas of cybersecurity, HVAC, electrical architecture, data centre design and layout, and more.

Over the past 20 years, we have designed 100,000 square metres of data centres and artificial intelligence farms with high-performance Power Usage Effectiveness (PUE) ratings ranging from 1.1 to 1.3.



AIRBUS TRAINING CENTRE

📍 Blagnac (31), France

🏢 Airbus

Airbus is building its largest global training centre, the Training and Flight Operations Campus. With space for up to 12 full-flight simulators (FFSs), 12 Airbus Procedure Trainers, structural laboratories and training rooms, it will be able to accommodate 10,000 trainee pilots, technicians and structural specialists per year.

Ingerop's staff are providing their expertise as part of an expanded technical project management assistance assignment:

- Development of the functional and technical programme (data analysis, requirements gathering, drafting, finalisation, etc.).
- Support during the design-build tender process and functional analysis of the proposed projects.
- Assistance with submitting the building permit application support during the design and construction phases.
- Assistance in obtaining BREEAM Very Good certification.



BIORAFFINERIE

📍 Saint-Jean-de-Folleville (76), France

🏢 Futerro

Futerro, a Belgian company that specialises in producing lactic acid, lactide and PLA, is aiming to develop the green chemistry and renewable polymers sector. To this end, it is establishing its first European biorefinery in the Port-Jérôme 2 industrial zone, which is located between Rouen and Le Havre.

The biorefinery will convert agricultural raw materials from a nearby industrial site into biodegradable plastic — a sustainable alternative to petroleum-based plastic.

Ingerop is contributing to the green reindustrialisation of France as part of a joint venture with Eiffage and Ataub by providing expertise in impact assessments, industrial facility design; and energy, transport and logistics infrastructure development, as well as supporting foreign investors in setting up in the country.



ANIMAL HEALTH VACCINE UNIT

📍 Carros (06), France 🏢 Virbac

Virbac, the world's sixth-largest manufacturer of veterinary medicinal products, has started building a new facility for vaccine formulation and freeze-drying. This will enable the company to increase production and strengthen its global competitiveness.

Our subsidiary specialising in pharmaceutical and biotech engineering, ILS (Ingerop Life Sciences), and the Group's general engineering teams are supporting the creation of this 4,500 square metre laboratory by providing project management assistance services:

- Feasibility studies.
- Detailed preliminary design studies.
- Process (formulation, isolator-based vial filling line feeding two freeze-dryers with automatic loading and unloading).
- Monitoring of the general contractor.

The new facility will meet Good Manufacturing Practice requirements, including sterile processes, clean rooms and clean utilities, and will achieve BREEAM 'Good' environmental certification.



PRODUCTION UNIT

📍 La Ciotat (13), France 🏢 Kerat'Innov

Kerat'Innov is a producer of high-quality keratin for the nutraceutical (food supplement) and cosmetics industries. As part of its development, particularly at an international level, the company intends to expand production at its La Ciotat site.

The support provided for this project is a prime example of the expertise our Group has to offer. The teams from Deltaèdre, Ingerop Life Sciences and Ingerop are working together to deliver an expanded EPCM project management assignment, including project management, pharmaceutical feasibility studies, design and regulatory affairs, processes, commissioning, start-up and consultancy, within an extremely tight 18-month timeframe.



FRENCH AND EUROPEAN DEFENCE INDUSTRY

📍 France and Europe

📄 Defence projects

Against the backdrop of an unstable global political landscape, France and the European Union are prioritising the strengthening of the defence industry to ensure security and sovereignty.

To support this strategy, our experts in munitions production, infrastructure hosting systems, nuclear deterrence and naval and aerospace engineering provide innovative and reliable solutions to companies in the defence industrial and technological base (DITB).

Our international presence also enables us to support these companies wherever their export contracts require infrastructure to be constructed, optimised or secured.



WORKING ACROSS THE GLOBE

“Working on an export project is not more complicated in itself than working on a project in France, but it is more demanding to coordinate. When exporting, it is necessary to consider different legal and tax frameworks, local standards, linguistic and cultural barriers, time zone differences and country-specific logistical constraints. This requires greater foresight, adaptability and meticulous organisation.”



Suzie Levadoux

*Steel Structure Project Manager
Ingerop*

“I would love the opportunity to work on a project outside of my home country. Working on a project in a different cultural, regulatory and climatic context would enable me to develop my technical skills and broaden my horizons. It would also help to strengthen the bonds between our teams and clients in different regions. I have had the opportunity to work alongside my Rendel colleagues in London over the past two years, and this has been an invaluable experience for me. It has been a pleasure to work with this team and learn from them.”



Ashvin Tharumanathan

*Mechanical Engineer,
ASPEC*

7 INFRASTRUCTURE & MOBILITY

"In France and across Europe, the infrastructure and civil engineering markets are now more focused on renovating and optimising existing facilities. Our technical expertise and know-how, acquired through numerous greenfield transport infrastructure projects over the past decades, are key assets for maintaining and developing our business in these markets.

As a result, we achieved significant successes in 2025, such as the Rail Baltica high-speed rail project in Estonia. In addition to our commitment to growing our export business by developing our skills and expertise, we are expanding our presence in infrastructure and development projects related to energy transmission, mobility hubs, and the development of nuclear facilities in 2026."

FRÉDÉRIC BURTON

Director of the Infrastructure & Mobility Division



LINE 18: A COLLECTIVE CHALLENGE TO PROVIDE THE SOUTH OF PARIS WITH A NEW TRANSIT BACKBONE

Val-de-Marne / Essonne / Yvelines, France

Société des Grands Projets

Ingerop is leading the project management of the infrastructure for Line 18 of the Grand Paris Express. The project is owned by the Société des Grands Projets (SGP), the French state-owned agency responsible for managing major infrastructure projects. Ingerop is working alongside the engineering firms Arcadis and Artélia, as well as five architectural firms. The 35-kilometre route will finally open up the Saclay Plateau, connecting this centre of excellence to the rest of the Île-de-France network. Ten stations, each with a strong architectural identity, will line this future backbone of southern Paris.

We are fully committed to this extraordinary project, which is about to reach a major milestone: the first section will be put into service at the end of 2026. Trains will travel along this section at an average speed of 65 km/h, reaching peak speeds of over 100 km/h as they pass through tunnels and cross the longest viaduct in France, spanning 6.7 km. The campuses and research centres will then be connected to the RER, tramway and TGV at Massy-Palaiseau. A second phase at the end of 2027 will link them directly to Orly Airport. By 2030, the western section will be completed: Versailles-Chantiers and Orly will be only 30 minutes apart.

Behind this technical and organisational challenge, our experts, our experts in testing, cybersecurity, electrical systems, fluids, structures, geotechnics and many other fields are combining their expertise to make Line 18 a benchmark for engineering and performance.



FRASER RIVER IMMERSED TUBE TUNNEL

📍 Vancouver, Canada 🏢 Cross Fraser Partnership (CFP)

The Fraser River Tunnel Project (FRTTP) involves the construction of a modern, toll-free, eight-lane immersed tunnel under the Fraser River in British Columbia.

Connected to cut-and-cover tunnels, utility buildings and the new Deas Slough Bridge, it will provide a vital link between the cities of Richmond and Delta. Thanks to a dedicated transit lane and a path for pedestrians and cyclists, the FRTTP will reduce journey times and improve safety and transport. The project will replace the George Massey Tunnel, enhancing mobility while reducing environmental impacts and preserving navigational clearances.



REDEVELOPMENT OF THE PARIS ISSY-LES-MOULINEAUX HELIPORT

📍 Paris 15th arrondissement (75), France 🏢 Aéroports de Paris (ADP)

The redevelopment of the Paris Issy-les-Moulineaux heliport is intended to reduce the amount of land in the City of Paris occupied by Aéroports de Paris (ADP). This will enable the extension of the Suzanne Lenglen Park, in particular.

The first phase of works, which was completed at the end of 2025, involved reducing the footprint of the FATO (Final Approach and Take-Off) area, installing new markings and fencing, and freeing up two areas totalling 2.5 hectares.

The second phase involves constructing three buildings (an office building, a helicopter hangar and a helipad), creating helicopter parking areas and building the associated roadways.



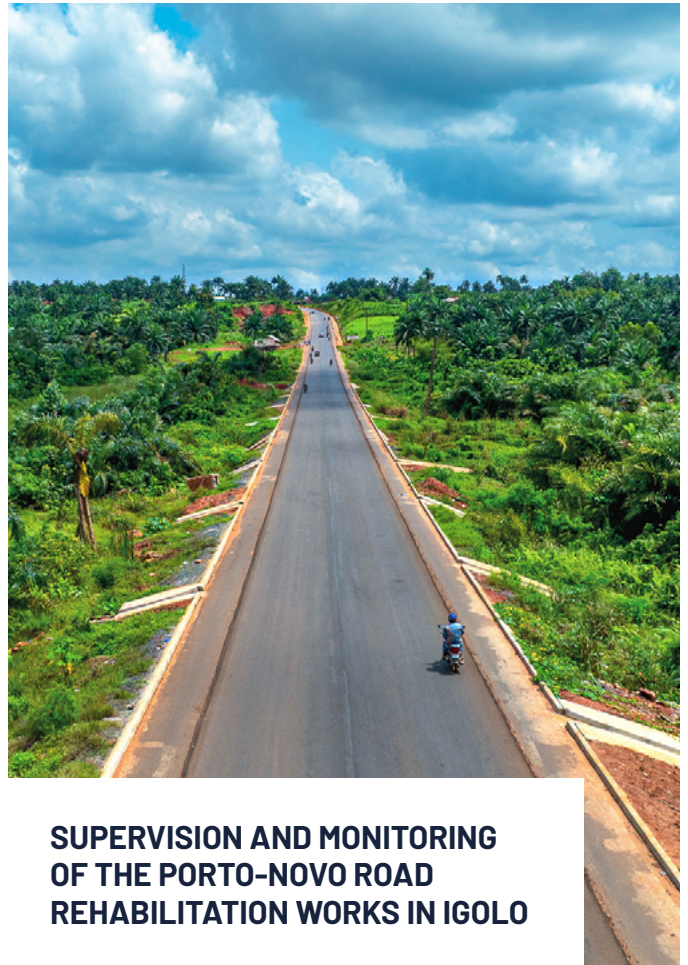
GRAND PARC GARONNE ROBERT POUJADE FOOTBRIDGE

Toulouse (31), France Toulouse Métropole

The Toulouse metropolitan authority has undertaken the transformation of the Garonne's banks, quays and islands (Ramier) by developing the Grand Parc Garonne project. This landscaped area comprises leisure spaces and a soft mobility route along the river.

As part of the project to reconnect the city with nature, the consortium comprising Eiffage, Ingerop, Grimshaw, PPA and Quartiers Lumières won the competition to design the Robert Pujade footbridge. The bridge is located between the embankment and the 'Rapas' alley on the left bank, opposite the new Ile du Ramier park.

The five-metre-wide, cable-stayed footbridge has a main span of 165 metres and is complemented by a 158-metre-long access ramp. The 60-metre-high, inclined metal pylon supports the cable stays of the central span and the retaining cable stays.



SUPERVISION AND MONITORING OF THE PORTO-NOVO ROAD REHABILITATION WORKS IN IGOLU

Bénin SIRAT SA

Ingerop is responsible for supervising and monitoring the rehabilitation works on the 27.44-kilometre-long Porto-Novo–Avrankou-Igolo road, on behalf of SIRAT (Société des Infrastructures Routières et de l'Aménagement du Territoire), in a consortium with ACEP (Africaine de Contrôle et d'Etudes de Projet). This includes technical and geotechnical supervision, site monitoring and administrative and financial monitoring of the project.

The works involves rehabilitating an existing deteriorated road by recovering materials through recycling and applying new layers of asphalt to ensure a durable road surface.



REDEVELOPMENT AND IMPROVEMENT OF SAFETY ON THE ULIS RING ROAD

📍 Les Ulis (91), France

🏛️ Essonne Regional Council

The Ring des Ulis is one of the largest road junctions in the Essonne region. Notably, it provides access to the Courtaboeuf business park, which is one of the main economic hubs in the Île-de-France region.

The existing junction has been completely redeveloped to improve access to the business park, enhance user safety, and optimise traffic flow between the various lanes. To this end, new infrastructure has been created for the interchange with the RN118, thereby reserving the Ring for local traffic.

This involved constructing a new engineering structure to cross the RN118, as well as creating five slip roads and removing the old ones, all while maintaining traffic on the existing infrastructure.



WORKING ACROSS THE GLOBE

“As Head of the Infrastructure Department within the International Division, I oversee around ten highly diverse projects spanning various fields, such as roads, ports and airports, as well as various assignments, including preliminary studies, project management and assistance.

These projects are carried out in a variety of countries. I particularly appreciate the variety of our day-to-day activities, which combine business development, project management, production and collaboration with many of Ingerop’s other departments.”



Julien Prachay

*Head of the Infrastructure Department, International Division
Ingerop*

“Since 2024, I have worked as a project manager within the project management team on the RN10 burial project in Trappes, acting on behalf of DIRIF. his large-scale project will reunite the town of Trappes, which is currently divided in two by an ‘urban motorway’. Following an initial preparatory phase, civil engineering works began this year. My team and I are responsible for ensuring that the works carried out comply with the project design developed during the study phase.»



Line Al Fassih

*Line Al Fassih
Head of the Underground Works Department
Ingerop*

7 TRANSPORT

«With over 1,000 specialists covering the full range of transport expertise, including systems, infrastructure and architecture, we have become a leading global player in the design, supervision and commissioning of these complex projects. Supported by major centres of expertise in France, Spain and the United Kingdom, the Group operates across the globe, from Estonia to Mexico and from Canada to Egypt, working on an increasingly diverse range of projects. With strong local roots, we continue to work on major local projects in France, such as the T8 tramway in Lyon, the new bus rapid transit system in Lille, and of course the Grand Paris metro, where Line 18 has entered the testing phase. Our expertise in rail has been strengthened by the creation of AXFER for technical assistance, our successes on major TGV stations such as Figueras in Spain, and the acquisition of AUXITEC, a specialist in ERTMS⁽¹⁾ signalling.»

⁽¹⁾ European Rail Traffic Management System

PHILIPPE-ANDRÉ HANNA
Director of the Transport Division



FEASIBILITY STUDY FOR THE FUTURE SANTO DOMINGO TRAMWAY

📍 Santo Domingo,
Dominican Republic

🏢 French Development
Agency (AFD), Dominican
Republic Public Transport
Development Fund (FITRAM)

Ingerop is strengthening its partnership with the French Development Agency in the Dominican Republic.

After conducting two bus studies and one mobility study, Ingerop has added the Santo Domingo tram project to its portfolio of flagship projects in the region. This project aims to establish a sustainable metropolitan transport structure through a feasibility study that considers technical, urban, environmental and economic factors. The project will be implemented in two phases: the first will cover a central route to enhance mobility and intermodality, and the second could include a suburban extension.

Ingerop's remit includes defining the route and infrastructure, analysing urban insertion, dimensioning stations and systems, selecting preliminary material and evaluating demand, performance, environmental impact and economic viability.



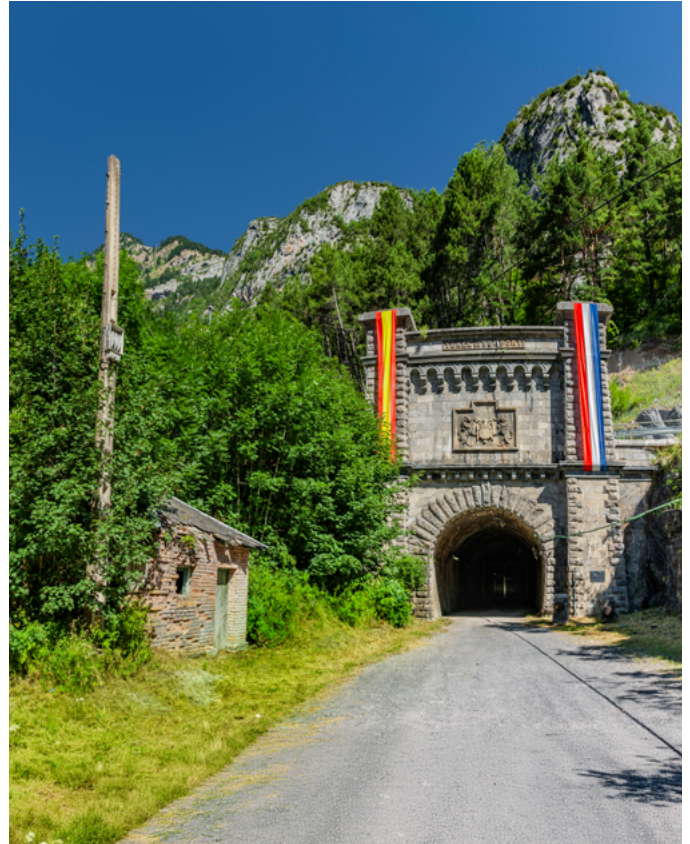
LYON NORTH URBAN AREA RAIL BYPASS (CFAL)

📍 Lyon (69), France

📄 SNCF NETWORK

With the CFAL Nord project, Ingerop is strengthening its partnership with SNCF Réseau to decongest the Lyon rail hub and boost freight services along a strategic French and European corridor. The project links Lyon-Ambérieu and Lyon-Grenoble, with an extension towards the Rhône Valley. Phase 1 of this mixed-use infrastructure, which is primarily dedicated to freight, comprises 28 kilometres of new double-track 25 kV line (V220/V120), a substation, a tunnel, a viaduct over the Rhône and the Jonage Canal, and around 30 rail-road bridges.

As part of a consortium, Ingerop is participating in project management and carrying out studies for the Grenay tunnel, road bridges and reinstatement works, as well as geotechnical, catenary, and environmental studies. Ingerop is also responsible for managing the network concessionaires and preparing the environmental authorisation dossier.



SOMPORT TUNNEL REESTABLISHING A STRATEGIC LINK BETWEEN FRANCE AND SPAIN

📍 Le Somport, France and Espagne

📄 Administrador de infraestructuras ferroviarias (ADIF)

Located in the heart of the Pyrenees, the Somport railway tunnel represents a strategic link between Spain and France, connecting Huesca to Nouvelle-Aquitaine. At 7.9 kilometres long and reaching depths of up to 850 metres, it was the longest railway tunnel in Spain for many years and remains a powerful symbol of Franco-Spanish cooperation to this day.

The refurbishment project aims to modernise the infrastructure, enhance safety and performance, and support the revival of international rail links. As part of a consortium, Ingerop is responsible for providing ADIF with detailed designs and technical support, drawing on its expertise in track, superstructure, systems, electrification and safety. The company's French and Spanish railway teams are also involved, thereby demonstrating Ingerop's international expertise.



**EGLINTON CROSSTOWN WEST
EXTENSION**
INDEPENDENT SYSTEMS
INTEGRATION VERIFIER

Toronto, Canada Metrolinx

Ingerop has secured a new project in Toronto following GO Expansion, thereby continuing its expansion in Canada and strengthening its presence in this strategic market.

The western extension of the Eglinton Light Rail Line is a 9.2-kilometre underground corridor that aims to connect residential areas in the Greater Toronto Area to major transport routes, including the metro system serving the city’s main hubs.

As an independent systems integration verifier, Ingerop will support the client throughout the design, construction, and commissioning phases to ensure seamless integration between stations, existing infrastructure, and control systems. Drawing on the Group’s full expertise in railway engineering and systems integration, the project will deliver a reliable, sustainable and robust solution.



**MAINTENANCE AUDITS
ON BARCELONA METRO
ROLLING STOCK**

Barcelona, Spain Transports Métropolitains de Barcelon (TMB)

Following this latest success for its rolling stock department, Ingerop is consolidating its position in Barcelona. Having previously worked on the Llobregat metro line and the tram network, the group has now been tasked with auditing the metro’s rolling stock. This will strengthen the independent oversight of the activities carried out by TMB and its suppliers.

This includes auditing trains, inspecting cables and calibrated tools, monitoring waste management and inspecting welds, as well as overhauling bogies and refurbishing S2100 (CAF) train bodies. Ingerop provides rigorous, independent technical expertise to assess maintenance quality and support continuous process improvement.



RAPID TRANSIT BUS SERVICE FOR RÉUNION
A SUSTAINABLE MOBILITY CORRIDOR

📍 Saint-Denis, Reunion Island

🏢 CINOR (Intercommunal Community of Northern Reunion)

Following its latest success on Reunion Island, where it employs around thirty people, Ingerop is reaffirming its commitment to sustainable transport.

The BAOBAB project, promoted by CINOR, is establishing a vital public transport corridor to improve mobility in the city of Saint-Denis and reduce reliance on private cars. The project involves the construction of 27 kilometres of Bus Rapid Transit (BRT) lanes on a dedicated right-of-way, connecting the western part of the city to Sainte-Suzanne and serving the main urban and economic hubs.

Ingerop is responsible for full project management, as well as preliminary and detailed traffic and pedestrian studies, coordination of works and geotechnical studies. The company is drawing on its expertise in infrastructure, sustainable mobility and urban development.



WORKING ACROSS THE GLOBE

“As a Franco-Polish architect based in Madrid, I experience the international nature of my work on a daily basis.

For over 22 years, I have been developing projects that address mobility issues by bringing together different cultural, urban and regional contexts.

My international career has taken me to 15 countries, where I have designed over 50 railway stations, stops, depots and maintenance centres. At Ingerop, I continue this approach as part of multicultural teams, contributing to ambitious projects that are shaping the mobility of tomorrow.”



Ewelina Oskroba
Director of Architecture,
Ingerop Spain

“Proud to have joined Ingerop in 2025, I bring nearly 20 years of experience gained in Europe, Brazil and Canada to contribute to

the future of infrastructure in North America.

My goal is to bring together all of the Group’s teams in order to support the development of robust and sustainable local entities. Working within a well-structured international group allows me to create synergies, support

our teams and enhance my professional vision and commitment on a daily basis.”



Romain Taillandier
Director Ingerop Canada

URBAN

"As extreme weather events become more common, it's crucial to consider how we can adapt and mitigate in urban areas. Key questions emerge: How can we transform existing structures? How can we densify and humanise peri-urban areas? How can we reduce transport emissions and protect biodiversity? We address these complex challenges with tailor-made solutions, drawing on our urban expertise and the know-how of the Group's other business units. This systemic approach, which was developed in France, also allows us to work internationally, particularly in Spain and Africa. Winning two of the ten projects in the 'Quartiers de Demain' international consultation, which aims to accelerate the ecological and social transformation of local areas, in 2025 fully demonstrates our conviction that urban engineering is a key driver for the sustainable transformation of cities and local areas."

CARINE DUNOGIER

Director of the Urban Division



SUPERILLAS RENATURALISATION OF COMTE BORRELL AND PARLAMENT STREETS

📍 Barcelona, Spain

🏛️ BIMSA - Barcelona City Council

As part of the Superilles programme, the city of Barcelona is adapting its public spaces to improve quality of life and address climate-related challenges.

The Comte Borrell-Parlament corridor is being transformed through traffic calming and renaturation, with the streets being converted into single-level platforms that prioritise active mobility.

Planting a third row of trees and reducing paved surfaces completes the adaptation strategy. Ingerop's Spanish City and Urban Planning department, alongside its architectural partner DeSolaGori, is responsible for project management, including designing the public spaces, coordinating the infrastructure and integrating the three ecosystems — plant, social and services — to reconcile biodiversity, usage and urban performance.



URBAN DEVELOPMENT AND RESILIENCE IN ABIDJAN

📍 Abidjan, Ivory Coast

🏢 Urban Mobility Authority Greater Abidjan (AMUGA)

Ingerop is supporting the city of Abidjan in its urban transformation by providing expertise in urban planning, mobility and infrastructure to promote sustainable development. The teams are working on developing a strategy to adapt infrastructure to climate change, as well as several key mobility projects.

The East-West Bus Rapid Transit service and Line 1 of the South-North Metro are important in shaping the metropolitan area, improving accessibility and supporting the redevelopment of public spaces.

Ingerop is also involved in designing 32 multimodal transport hubs intended to connect the urban area and promote urban development from the centre to the outlying districts.



ECOQUARTIER DE CANTEBONNE A RURAL EDGE

📍 Villerupt (54), France

🏢 Public Development Agency (PDA)
Alizette Belval

Located in Villerupt, near Luxembourg, the Cantebonne eco-district aims to enhance the area's central role and provide a high-quality living environment.

Spanning 17 hectares, the project includes 650 housing units and 2,800 square metres of retail and service spaces to complement the residential offering and local amenities.

The development will transform an area currently comprising brownfield land and agricultural areas by creating a network of landscaped public spaces for recreation and relaxation.

Designed as a 'rural edge', the neighbourhood establishes a dialogue between the town and the landscape and contributes to the creation of an ecological network throughout the municipality. Ingerop is part of the project management team for urban and public spaces, alongside MG/AU, Praxys and Alphaville.

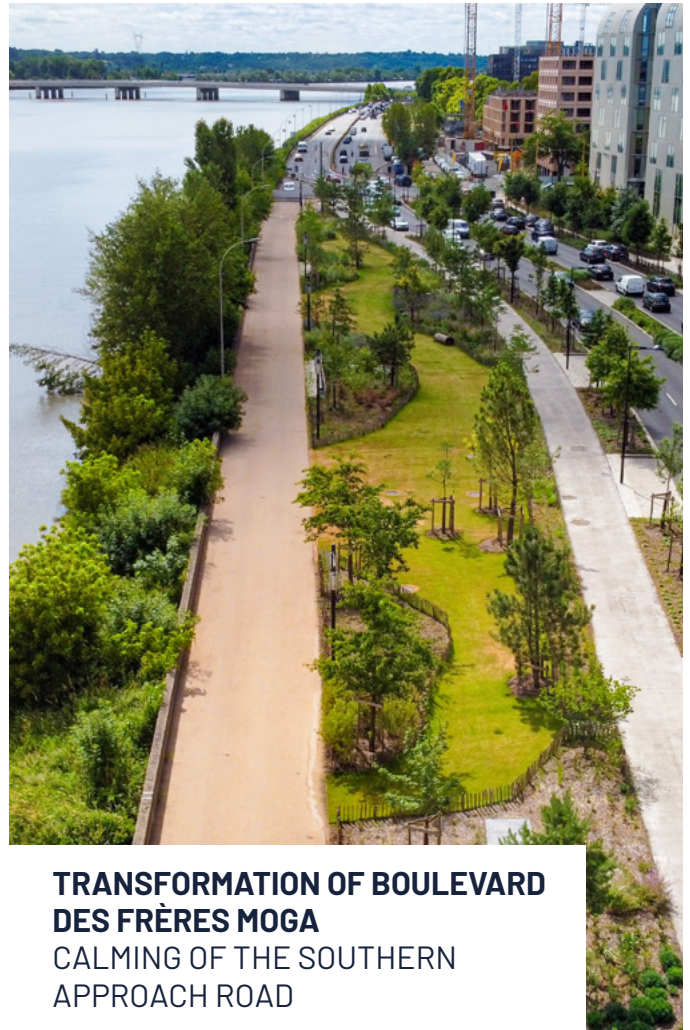


TRIANGLE DE L'ÉCHAT MIXED-USE DEVELOPMENT ZONE
A CONNECTED NEIGHBORHOOD

📍 Créteil (94), France 🏢 Grand Paris Aménagement

Ingerop has been supporting Grand Paris Aménagement in managing the Triangle de l'Échat Joint Development Zone in Créteil since 2023. The nine-hectare project is located between the A86 motorway and two departmental roads. It aims to create a mixed-use neighbourhood comprising 1,400 residential units, offices and public facilities. The neighbourhood will have direct connections to Metro Line 8 and the future Grand Paris Express Line 15. It involves demolishing existing structures, reconfiguring motorway slip roads and completely redeveloping public spaces.

Ingerop is responsible for urban and inter-site joint contracting, managing a complex, phased approach on an occupied site, and coordinating all operations within a context of significant technical and urban constraints.



TRANSFORMATION OF BOULEVARD DES FRÈRES MOGA
CALMING OF THE SOUTHERN APPROACH ROAD

📍 Bordeaux (33), France 🏢 Bordeaux Euratlantique

At the heart of the Saint-Jean Belcier Joint Development Zone, the gradual transformation of the former A631 motorway is reshaping the southern entrance to Bordeaux and completing the quayside loop along the banks of the Garonne.

The 1.7 kilometre-long, 13-hectare Boulevard des Frères Moga is being transformed into a calm, landscaped boulevard incorporating a pedestrian promenade, a cycle path, a forecourt and recreational and planted spaces.

The 500 trees that have already been planted, alongside the planned total of 800 to 900, are complemented by 11,000 square metres of shrub layers and integrated stormwater management. Together, these features create a de-paved, renaturalised space that is adapted to climate change. Ingerop, in collaboration with Exit Paysagistes Associés (the project manager), is responsible for overseeing the €16.7 million operation, which aims to create an open and resilient neighbourhood.



ZAC LA SAULAIE REDEVELOPMENT OF A BROWNFIELD SITE

📍 Oullins-Pierre-Bénite (69), France

🏢 Société d'Équipement
du Rhône et de Lyon (SERL)

Situated at the south-western portal of the Lyon metropolitan area, the La Saulaie Joint Development Zone is metamorphosing 40 hectares of erstwhile railway wasteland into a mixed-use neighbourhood connected to the Oullins multimodal transport hub.

The project will provide 900 housing units by 2033, accommodating 2,000 residents and 3,500 employees. It will also provide eight hectares of public spaces, including a one-hectare linear park, as well as educational and sports facilities.

In a flood-prone area with significant infrastructure constraints, Ingerop is providing the design services for the public spaces alongside Ilex and Présents, incorporating the reuse of materials, pollution management and the establishment of a district heating network, and contributing to the planning of the neighbouring Mulatière district. Ingerop is also responsible for preparing the regulatory applications through its subsidiary Actierra.

1 WORKING ACROSS THE GLOBE

Inauguration of the Promenade du Paillon 2 in Nice

"This large-scale project has had a profound impact on me. It took four years to turn the vision into a tangible reality, thanks to the collective commitment."



Nans Braccalenti

*Project Manager,
Ingerop*

"Paillon 2 is one of those projects that leaves a lasting impression, thanks to its bold approach to restoring nature's place and its environmental ambition.

I remember it as a technical and human adventure that demonstrates how our different areas of expertise can work together to make our city more resilient."



Marjorie Gassa

*Environment and Climate
Change Adaptation Manager
Actierra*

Abidjan Multimodal Interchange Hub Team

"Export projects provide an excellent opportunity to collaborate with the Group's entities and a variety of international partners. Applying our expertise in different urban and cultural contexts encourages us to question and improve our practices."



Claire Delalande

*Project Director
Ingerop*

"Each project presents an opportunity to apply our expertise in a variety of contexts.

Our aim is to understand the specific characteristics of each area to propose high-quality, locally tailored urban solutions."



Raphaël Bonsang

*Urban Planning Architect,
Ingerop*

AWARDS & RECOGNITION 2025

Each year, Ingerop's teams are recognised for their excellence through numerous prizes and awards in France and internationally, and 2025 was no exception.



'Quartiers de Demain' award for:

- **The thermal refurbishment of Tower 8 in Pessac (33)**
As part of this comprehensive project management assignment, Ingerop and its subsidiaries, Actierra and Arcora, are using their expertise to convert an energy-intensive building into sustainable housing without demolishing it.
- **The Ponsonne sports and leisure park in Manosque (04)**
By combining roads and utilities engineering with mobility and ecological know-how, Ingerop and its subsidiary Actierra demonstrate their expertise in designing resilient and vibrant neighbourhoods.



Winner of the 2025 IABSE Award in the 'Large Road and Rail Bridges' category for the Colne Valley Viaduct in the UK.

Measuring 3.4 kilometres in length, this structure will be one of the largest viaducts in Europe. Few infrastructure projects are designed to meet such stringent technical and operational requirements.



'Infrastructures' Award at the 2025 Trophées de la Construction for the Robert-Pujade Footbridge in Toulouse (31)

This award recognises the most innovative projects in the sector, honouring those that combine technical, architectural and environmental excellence.

Green Solutions Awards – Urban Renovation Grand Prize for the Moulin du Pé project in Saint-Nazaire (44)

This award recognises the extensive reuse of materials from the former hospital, an exemplary circular-economy approach.

2025 Journées de l'Architecture en Santé Award for the Centre Henri Becquerel in Rouen (76)

Adopting a pioneering approach that prioritises well-being at work, mental health and sensory perception, this project is the first in Europe to target WELL Gold certification for a hospital.

BTP Avenir 06 Award for the redevelopment of the Promenade des Arts car park in Nice (06)

As part of the wider transformation of the Promenade du Paillon, this project involves creating a tree-lined pedestrian promenade that will link the city centre to the Jean Monnet traverse.

CESA⁽¹⁾ AON Engineering Excellence Awards for raising the Halzemer Dam in South Africa

This is one of the most prestigious awards in South Africa for engineering.

F RTP Urban Renaturation Award for the extension of the Grand Echiquier gardens in Asnières-sur-Seine (92)

This transformation of a built-up area into a resilient green space that prioritises biodiversity and natural water management demonstrates Ingerop's commitment to creating sustainably liveable cities.

Rendel – 'Bridge Consultant of the Year' Award at the NCE Bridges Awards 2025 in the United Kingdom

The Colne Valley Viaduct is a testament to Rendel's technical prowess and dedication to sustainable development.

⁽¹⁾ Consulting Engineers South Africa

GOVERNANCE

A board of **directors**, an **executive committee** and a **management committee** make up Ingerop's governance.

This structure allows for defining the Group's strategic directions, refining its operational management, and ensuring its economic sustainability.

7 BOARD OF DIRECTORS

Comprising eight members, including a pair of independent directors, the Board of Directors establishes the Group's strategic direction and oversees their implementation.



Yves Metz
Chair



Chloé Clair
Independent Member
Chair of Sun'R



Carine Dunogier
Director of the City Division
Director, Grand-Ouest



Stéphanie Dupuy-Lyon
Independent Member
Director of Corporate Social
Responsibility
Groupe La Poste



François Lacroix
Science and Technology Director



Virginie Lanfrey
Group Ethics Director
Director of the Rendel
Transport Division



Stéphane Potin
Director of Operations, France



Thomas Sontag
Managing Director,
Ingerop Deutschland

7 EXECUTIVE COMMITTEE

It assists the Chair with the operational management of the Group, particularly with regard to its organisation and the preparation of strategic decisions.



Yves Metz
Chair



Christophe Blanc
International Director



Frédéric Burton
Director of the Infrastructure & Mobility Division
Director of Infrastructure, Urban and Transport



Stéphane Gautier
Group Secretary General
Director of Functional Services



François Lacroix
Science and Technology Director



Stéphane Potin
Director of Operations, France



Ludovic Vaz
Director of the Building Operations Division
Director of Building and Facilities

7 MANAGEMENT COMMITTEE

It includes members of the Executive Committee and Ingerop's management team, serving as a forum for discussions on operational activities and the Group's major strategic directions.

Pierre Albasi

Deputy International Director
until 31 December 2025

Olivier Bartoli

Director of the Rail, Infrastructure,
Urban and Mobility Unit
as of 1st April 2026

Mathias Boutillier

North-East Director

Neel Daya

Managing Director of Ingerop International
Consultants and Ingerop South Africa

Simon Dumoulin

Director of Actierra

Carine Dunogier

Director of the City Division
Director, Grand-Ouest

Jacques-Olivier Durand

Director of Human and Legal Resources

Marie-Pierre Fally

Director of Quality, Safety and Environment

Jean-Luc Gaillard

Director of the Industry Division
Director of the Energy, Industry and Buildings Unit
as of 1st April 2026

Ludovic Gautier

Director of the Water Division
Director of the Mediterranean & Indian Ocean Region

Christophe Guéguen

Director of Digital Services

Philippe-André Hanna

Director of the Transport Division
Director of Ingerop in Spain

Vardaman Jones

Managing Director of Rendel

Alexander Kammerl

Director, Ingerop Deutschland
until 31 December 2025

Virginie Lanfrey

Group Ethics Director
Director of the Rendel Transport Division
as of 1st April 2026

François Lauprêtre

Director of the Energy Division
Director of the Energy, Industry and Buildings Unit
as of 1st April 2026

Marc De Maria-Martin

Financial Director

Philippe Nanot

Advisor to the Director of Operations, France

Michel Poinignon

Deputy Director of Infrastructure,
Urban & Transport

Olivier Poulet

Advisor to the Director of Operations, France
until 1st July 2025

Thomas Sontag

Managing Director, Ingerop Deutschland

Dan Squires

Director of the Rendel Energy and Industry Division
Director of Development at Rendel
as of 1st April 2026

Emmanuel Viglino

Director, Arcora

Michael Zech

Director, Ingerop Deutschland
as of 1st April 2026

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Dunkirk

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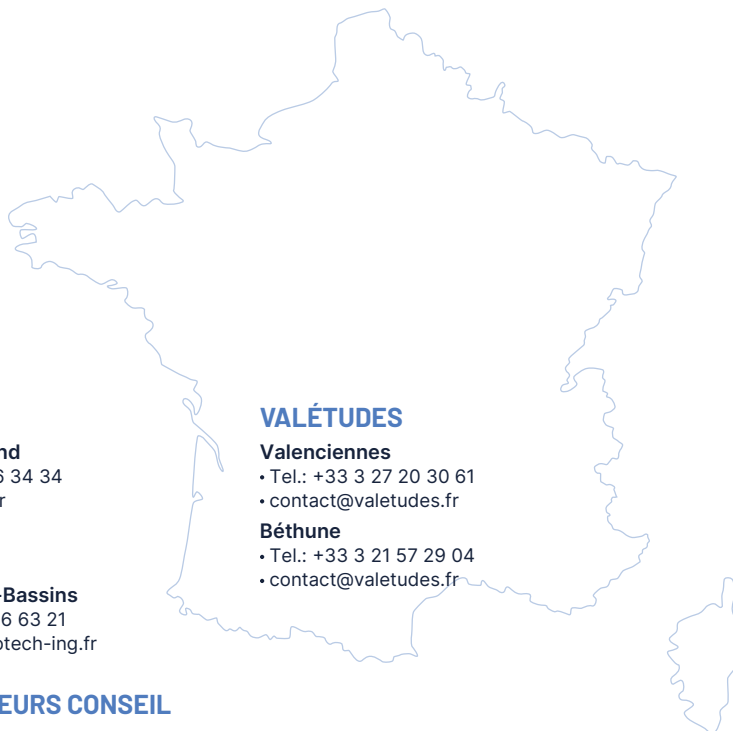
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