ANNUAL REPORT 2018-2019

Rabot Dutilleul

OUR MISSION

“DARING TO COMMIT OURSELVES WILLINGLY AND RELEVANTLY TO BRINGING PEOPLE TOGETHER AND INSPIRING THEM TO CARRY OUT THEIR PROJECTS AND MAKE THEM SPECIAL.”

Les Terrasses de la Falaise,
Boulogne-sur-Mer (France)
Building contractor: Rabot Dutilleul Construction - Project owner: Habitat du Littoral / Vilogia
Architects: Agence Boyeldieu Dehaene / Ateliers Delannoy et Associés

COVER PAGE :
Athénée Royal School, Koekelberg
(Belgium)
Building contractor: Les Entreprises Louis De Waele
Project owner: AG Real Estate
Architects: Bogdan & Van BroeckStralauer

© Studio Horizon

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GROUP PROFILE

Rabot Dutilleul employs 1,500 people all driven by the deep conviction that by thinking and creating differently with their business partners they can build a better, more humane and sustainable world.

For nearly 100 years, the Group has willingly and aptly committed itself to bringing people together to enable them to fulfil their projects and make them special. Thanks to its mastery of the real estate and construction value chain, Rabot Dutilleul provide businesses, local areas and male and female staff with the best solutions for corporate premises.
Present in France, Belgium, Germany and Poland, this independent family-owned business ranks among the top French construction and civil engineering operators.

© maximedufourphotographies

SHARING

Business, tourism, gastronomy and shopping: 12,000 sq. m. of vibrant space operating day and night at the hectic pace of life in Lille.

SWAM

LILLE (FRANCE)

Developer: Nacarat - Builder: Rabot Dutilleul Construction
Planner: SPL Euralille - Architect: de Alzua +

KEY FIGURES

AS AT 31/12/2018

1,500
EMPLOYEES
52% of whom are executives, technicians and supervisors

€823M
IN AGGREGATE SALES REVENUES

159,160 sq. m.
of tertiary (service) sector space delivered

4,780
homes delivered

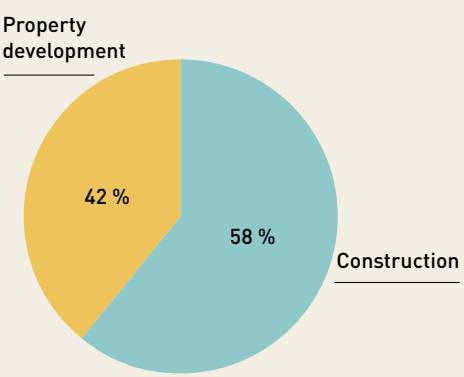
20,6%
of the work force is female

31
eco-designed projects under construction or delivered

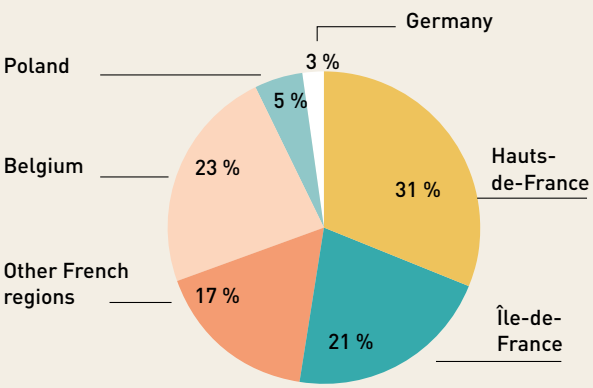
354
employees are shareholders

19 MONTHS
worth of construction work orders

BREAKDOWN OF SALES REVENUES BY BUSINESS LINE



GEOGRAPHICAL BREAKDOWN OF SALES REVENUES



EXPERTISE ACROSS THE ENTIRE PROPERTY VALUE CHAIN

Rabot Dutilleul

NACARAT · IMMO LOUIS DE WAELE · Rabot Dutilleul Construction · Demouy · Rabot Dutilleul Partenariats · iDéel · Gérim Contractant Général · Les Entreprises Louis De Waele · Entreprises Simonis Since 1926 · RD bud · RD Bauprojekt · Rabot Dutilleul Investissement · Rabot Dutilleul Holding

ORGANISATION & GEOGRAPHICAL PRESENCE

Rabot Dutilleul

FAMILY SHAREHOLDERS 90% — EMPLOYEE SHAREHOLDERS 10%

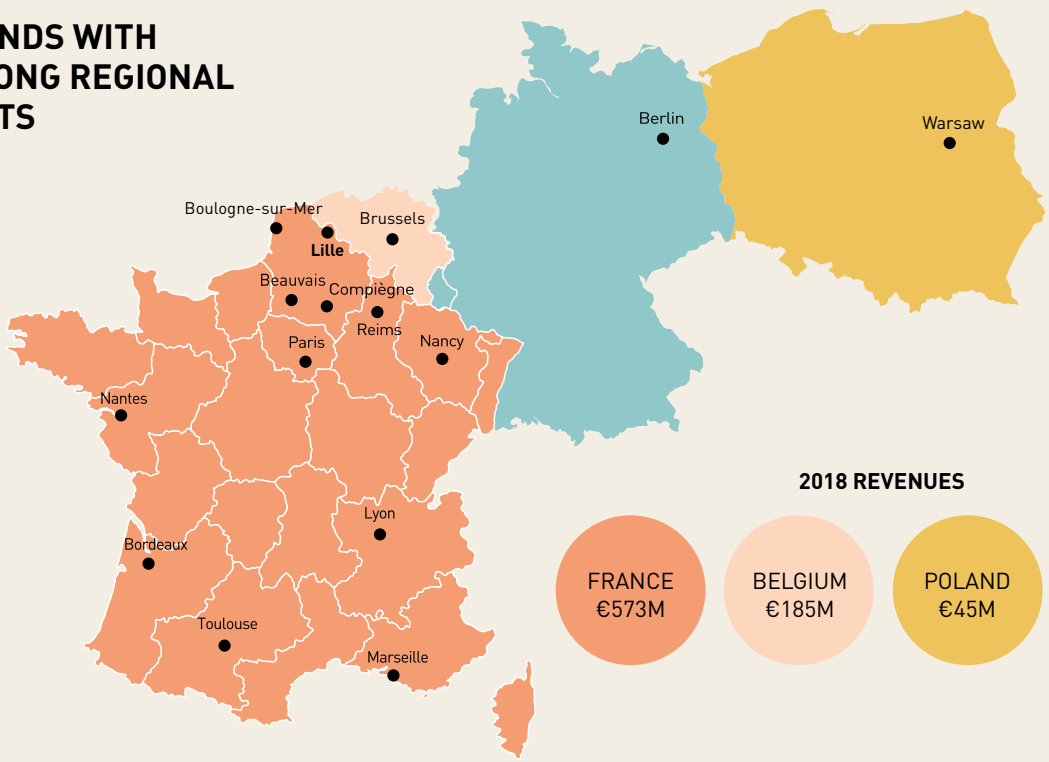
RABOT DUTILLEUL HOLDING 100%

RABOT DUTILLEUL INVESTISSEMENT 100%

CONSTRUCTION IN FRANCE		CONSTRUCTION IN EUROPE		PROPERTY DEVELOPMENT	
Rabot Dutilleul Construction	**100%**	**MP Invest (Belgium)**	**100%**	**Nacarat[1]**	**69,2%**
Demouy	100%	Les Entreprises Louis De Waele	100%	**Immo Louis De Waele**	**100%**
iDéel	100%	Les Entreprises Simonis	100%		
Rabot Dutilleul Partenariats	100%	**RD bud (Poland)**	**100%**		
Gérim	**100%**	**RD Bauprojekt (Germany)**	**100%**		
Archi Graphique	**100%**				

Other shareholders: [1]Crédit Agricole Nord de France (30,8%)

BRANDS WITH STRONG REGIONAL ROOTS



2018 REVENUES

FRANCE	BELGIUM	POLAND	GERMANY
€573M	€185M	€45M	€20M

TRANSFORMING OURSELVES: THE KEYNOTE OF THE STRATEGIC PROJECT

Through this new strategic plan, we're creating more value for our projects, clients, the occupants of our buildings, our business and our employees

François Dutilleul
Chairman of Rabot Dutilleul

In early 2018, Rabot Dutilleul launched its new strategic project. It has three aims: make a fresh start; redefine the operating strategy; and enhance our performance.

While relying on the Group's DNA, values and purpose, the watchword of the new strategic project jointly set up by the Executive Committee is: transformation! The aim is to think global and enhance synergies in order to place the customer at the centre of our thinking. The goal is to develop complementarities between all the affiliates in order to collectively and effectively meet the customers' real needs.

The collective aspect is the unifying factor of the company project: Rabot Dutilleul's staff will create more value for their customers by working together and pooling all their strengths. The Group's future will be forged collectively!

THE EXECUTIVE COMMITTEE

François Dutilleul,
Chairman
of Rabot Dutilleul

Emeric de Foucauld,
Rabot Dutilleul's Company Secretary

Carole Catry,
Assistant Secretary General in charge of Group Human Resources

Pascale Auger,
Deputy General Manager in charge of Rabot Dutilleul's operational excellence.

Thomas Lierman,
Managing Director
of Nacarat

Jérôme Roussel,
Deputy Managing Director
of Nacarat

Thierry Geffroy,
Managing Director
of Rabot Dutilleul Construction

Xavier Huou,
Deputy Managing Director
of Rabot Dutilleul Construction

Christian Broy,
Deputy Managing Director
of Rabot Dutilleul Construction

Rodrigue Lescaillet,
Managing Director
of Gérim

Olivier Lézies,
Managing Director
of Rabot Dutilleul Partenariats

Stéphane Dieleman,
Chief Executive Officer
of Entreprises Louis De Waele

Eric Agnello,
Managing Director
of RD bud

THE STRATEGIC PROJECT'S 4 LINES OF ACTION:

> WORKING TOGETHER

> ENHANCING PERFORMANCE

> INNOVATING

> PUTTING THE CUSTOMER AT THE HEART OF THE RELATIONSHIP

HARDWORKING

Our buildings reflect the extent of our involvement: we are concerned about how their occupants will use them. Delivering fine buildings is obviously good; but creating a friendly atmosphere and a suitable living environment is even better.

Le Quai des Canotiers

Lille (France)

LIVING SPACE

Well-being and good living, in the heart of a marina.

©LDK photo

Developer: Nacarat
Architect: Urbanita Architecture

LE MADISON
Chessy (France)

LIVING SPACE
The building programme features an 'art deco' look with bright colours as well as quality materials and includes a work of art at its core.

© Daniel Moulinet

CULTURAL SPACE
Cultural centre: a great place to have fun.

KIOSK
Marquette-lez-Lille

Interior designer: Rabot Dutilleul Partenariats - Builder: Rabot Dutilleul Construction
Owner: town of Marquette-lez-Lille - Architect: MAES Architectes Urbanistes

Builder: Les Entreprises Louis De Waele
Owner: Brussels Europa - Architects: Buro II & Archi + I

The One
Brussels (Belgium)

SHARING SPACE

Offices, homes and shops:
the European quarter is re-inventing itself
with this upmarket extra-large high-rise.

© Jean-Michel Byl

Developers: Nacarat et Crédit Agricole Immobilier
Builder: Rabot Dutilleul Construction - Architects: Kengo Kuma & TOA

RIV'ELEGANCE

Boulogne-Billancourt (France)

LIVING SPACE

The land formerly occupied by Renault automotive manufacturing plants now displays an elegant structure featuring 155 housing units with vegetable gardens on the roof.

© D. Boulahia

Developer: Nacarat
Architect: ATAUB & ARTO Architectes

SO'8
Lyon (France)

LIVING SPACE

A cocoon of 56 homes in the heart of the lively "Mermoz" quarter, where Lyon's residents cultivate the art of living.

© M.A Gonard

LIVING TOGETHER

A prestigious "mojito, work and bed" complex. All this with a view of the river Spree.

STRALAEUR PLATZ
Berlin (Germany)

© C. Uhalde

Builder: RD Bauprojekt
Owner: Amano Group
Architect: Liegenschaftsgesellschaft Stralauer

Builder: Rabot Dutilleul Construction
Owner: Arizona Asset Management - Architect: Engelmann architectes

© D. Boulahia

Owner: Région Ile-de-France - Representative : Essonne Aménagement
Architect: Archi 5 Prod

REFURBISHING

It sometimes takes just a few easy steps to turn barracks listed as a historical monument into a home for senior citizens.

SCHRAMM BARRACKS

Arras (France)

© Studio Horizon

Builder: Rabot Dutilleul Construction
Owner: Histoire et Patrimoine (an Altarea Cogedim Group company) - Architect: Cadence

Developers: Nacarat and Finapar - Builder: Rabot Dutilleul Construction
Architects: DVA and BECHU

TRUDAINE

Paris (France)

WORKING HAND IN HAND

Human resources form the backbone of our organisation: our women and men inspire and surprise us by driving us to reinvent ourselves.

With the help of all our clients, partners and employees, we're moving forward every day to build a better world.

SHARING SPACE

Offices, homes or a creche: we're up among the clouds in the heart of Paris.

LOOKING FURTHER AHEAD BY USING DIGITAL

The shift of tools and processes to digital technology is imperative if progress is to be made. Rabot Dutilleul relies on digital technology to support its clients and bring them ever more innovation, such as connected worksites, flexible and smart "Ready2Service" R2S-certified buildings, etc. The Group has set itself the challenge of thinking about the future while acting immediately.

HENRI MONDOR HOSPITAL, Créteil

Builder: Rabot Dutilleul Construction - Owner: AP-HP
Architect: Brunet Saunier Architecture

BIM, DIGITAL PROJECT PROFILING

Building Information Modelling (BIM) helps our clients take ownership of their projects before they are implemented. Digital modelling provides an accurate overview of each stage of a project (design, planning, construction, production, execution, operation, maintenance). It enables all project stakeholders to manage and operate their buildings. BIM also enables us to improve our production efficiency, for example, by modelling worksite methods. Thus, in 2018, **Rabot Dutilleul Construction** used BIM to construct and refurbish numerous buildings, including the **Dunkirk ice-skating rink, Henri Mondor hospital** in Créteil and the **Jean Rostand school complex** in Lille.

NACARAT COMMITTED TO MAILL'IMMO

In partnership with Dalkia, Nacarat is supporting the Sergic real estate agency's launch of Maill'immo, a corporate cluster dedicated to conceiving the real estate uses and services of the future.

Constant digitalisation is putting everything back into perspective. The partners will be jointly anticipating the future and innovating together in the city of Roubaix!

© D. Boulahia

RESOLVING ACCELERATES THE DIGTAL TRANSFORMATION PROCESS

The worksites of Rabot Dutilleul Construction are being digitalised more quickly thanks to its long-term partnership with the Resolving company! This company's solution comprises collaborative document management, a construction site supervision module and a "worksite safety inspection" module to achieve accident-free workplaces. These applications have already been used during a dozen Rabot Dutilleul Construction projects, such as **BMW's head office in Montigny-le-Bretonneux, the medicine storage site** of the European Directorate for the Quality of Medicines in Metz, and the refurbishment of **housing units in the Château residence** in Villeneuve d'Ascq.

OVER TO CYRIAQUE RIOS

Chairman of Resolving

We're delighted to extend our presence within Rabot Dutilleul Construction as a leading business partner and to provide close support for the proactive digitalising of its business processes.

NACARAT'S CONNECTED RELATIONSHIP WITH ITS CLIENTS

Given that purchasing a new home is an important step in a person's life, Nacarat has digitalised its support for its clients. The purpose of the Nacarat Customer Space is to enable regular exchanges with home buyers throughout their purchasing project, from the signing of the reservation contract to delivery. Accessible by smartphone or online via nacarat.com, this application enables customers continuously to monitor the progress of the construction or refurbishment works, to engage in a dialogue with Nacarat or to validate the options for their future home. It also gives access to a news feed, photos, messaging and documents relating to their purchase (contract, drawings, quotes, etc.). After one year of use, the good connection rates reflect the users' positive response and enhanced experience, thus confirming the validity of Nacarat's "client-centric" approach.

FROM "BEN" TO SMART CITY: HEADING FOR A CONNECTED WORLD

The Group's Transformation and Digital Services division (DTSN) has set up a digital design office known as BEN (Bureau d'Etudes Numériques) to complement our digital offerings. It makes for better integration of digital services in a building over the long term. Rabot Dutilleul is also a member of the Smart Building Alliance (SBA) in charge of developing the Smart City concept. Indeed, the smart and sustainable town or city of the future will have to meet collective and individual needs by providing varied, well-adapted, scalable and evolving services. The overall aim is to enhance the value of a building.

"By joining the SBA and implementing the R2S (Ready2Service) repository, we've contributed to building the future of the property sector. Providing our expertise and being at the heart of decision-making are of crucial importance: this is the way to innovate and differentiate ourselves!"

LAURENT DASNOY

Head of the Operations and Safety department within the Group's DTSN.

INTERNAL COMMUNICATIONS ARE ALSO DIGITALISING

Yes, indeed, even the company's internal communication practices are being converted! Since January 2019, the Group's in-house magazine has been digitalised and a more practical, upgradeable and collaborative new intranet has been put in place.

INNOVATING BY THINKING OF USES

Rabot Dutilleul's selling points can be summed up in two principles: complete expertise across the property value chain and bespoke solutions. This means providing customers with strong support by jointly developing suitable, high-performance and relevant offerings. The Group's know-how involves giving extra thought, going beyond the boundaries of the construction sector, thinking in terms of usages and adapting to all types of audiences!

PAUL APPELL UNIVERSITY HALL OF RESIDENCE, Strasbourg

Builder: Rabot Dutilleul Construction
Owner: CROUS de Strasbourg - Architect: Weber et Keiling

COMPREHENSIVE THINKING, THE GROUP'S STRENGTH

It takes all kinds to make a Group, hence Rabot Dutilleul's multi-skilled workforce. To provide its customers with solutions that meet their needs and challenges, Rabot Dutilleul combines comprehensive overall support with tailor-made solutions. Specifically? On the construction side, **Rabot Dutilleul Construction** was awarded the following: the design & refurbish contract for the **Paul Appell university hall of residence** by the CROUS in Strasbourg; the design & build contract for **Henri Mondor hospital** in Créteil; a high-performance public procurement contract signed in late 2018 for the construction of the **Lille metropolitan Olympic swimming-pool** and the future aquatics complex in Desvres. Our subsidiary also won a CREM contract[1] in Wattrelos to rehabilitate 160 houses for the Vilogia social landlord. For its part, **iDéel**, our affiliate specialised in financial packaging, signed a VEFA contract[2] with Axentia to build a 102-bed EHPAD (home for dependent elderly people) in Dourdan. On the property development side, **Nacarat** signed a VEFA contract with the Hauts-de-France savings bank for the **ShAKe** 30,000 sq. m. multifunctional property development programme in Lille.

[1] CREM = Design-Build-Operate-Maintain contract
[2] VEFA = Sale before completion contract

"Managing a project requires rigour and adaptability in order to provide the most relevant response within a given time frame. Hence the need to develop team spirit, the secret of ensuring full customer satisfaction!"

JEAN-LUC LEULIER
Project Manager
Rabot Dutilleul Construction

1,500

HOMES FOR SENIOR CITIZENS
delivered or under construction by Nacarat over the last 10 years

RÉSIDENCE LES MILLE ROSES, Mons-en-Barœul
Developers: Nacarat and Groupe Acapace - Builder: Rabot Dutilleul Construction Manager: Les Jardins d'Arcadie - Architect: Blaq Architectures

A NEW LEASE OF LIFE FOR SENIORS

Eight persons out of 10 wish to die at home. Thanks to Rabot Dutilleul this is possible with well thought-out homes that foster intergenerational mixing and with evolving housing units that enhance the quality of life over the long term. In 2018, several projects of this kind were delivered or developed: **Les Mille Roses** in Mons-en-Barœul developed by **Nacarat** and built by **Rabot Dutilleul Construction**; **la Résidence du Coquelet** in Nivelles (Belgium) built by **Les Entreprises Louis De Waele**; and the future **Domaine des Diamants Blancs** in Croix developed by **Nacarat** and built by **Rabot Dutilleul Construction**. A total of 240 homes! Providing more support and fostering social ties and interaction enables senior citizens to lead their lives in better conditions.

HOUSING LAB: NACARAT'S "USER CENTRIC" APPROACH

The housing lab calls into question preconceived ideas on housing by asking: how can we make the property market smarter to meet the real challenges facing users? Innovation is based on three pillars: first, well-being and health; second, modularity and flexibility; and finally, connectivity. The teams are inspired by the principles and methodology of design. This means they put the user at the centre of their thinking and do so at a very early stage in the chain. Testers spend some time in a prototype of a home, after which Nacarat questions them on their experiences and the proposed innovations. This process forms part of the Lille World Capital of Design event scheduled for 2020.

OVER TO CLAUDE PRUDHOMME

President of the Desvres-Samer Community of Municipalities

For our future aquatic centre in Desvres, we have opted for a comprehensive performance-based public procurement contract. This innovative contract has two benefits: first, it entrusts the design-build-operation and maintenance of our swimming-pool to a single operator, i.e. the consortium led by Rabot Dutilleul; second, it guarantees the energy performance level over eight years.

SIX MONTHS OF EVENTS BRING "À LA CROISÉE DES S(CÉ)ENS" TO LIFE

The **"À la Croisée des S[cé]EnS"** project developed by **Nacarat** and Pitch Promotion (which won the Greater Paris call for projects "Let's invent the Greater Paris Metropolis") proposes to rehabilitate the Chateau de l'Amiral in the town of Sceaux by turning it into a locavore restaurant with a kitchen garden, a brewery, premises for holding events and an internationally renowned cooking school. Consultations with local residents initiated at the start of the project were followed up with events. Before the works began, the land was used for six months as a temporary meeting place. The programme included artists in residence, exhibitions, markets for creative people, yoga classes, etc.

BREATHING NEW LIFE INTO BUILDINGS

Renovating and rehabilitating existing sites calls for technical skill and passion. These two values are close to Rabot Dutilleul's heart! The Group always dares to go further in pursuing its ambitions and relies on innovation to face the energy challenges that come with the transformation of buildings. While putting them to new uses or by awakening their full potential, the Group takes care to preserve the environment and develop energy-saving solutions.

HEAD OFFICE OF ADOBE FRANCE

Builder: Rabot Dutilleul Construction - Project owner: Duval Développement IDF - Architect: SAA

ABRACADABRA, NEW USES FOR THESE BUILDINGS!

Transforming an old building is a very rewarding challenge. In 2018, we saw the birth of some fine projects. In the 16th district of Paris, **Rabot Dutilleul Construction** turned a former garage into an upmarket office building called Code, which has become **the future head office of Adobe France**. In Paris as well, **Nacarat** co-developed the rehabilitation of a listed building on avenue de **Trudaine**. This former school building will be turned by **Rabot Dutilleul Construction** into a modern living-space featuring 7,300 sq. m. of office space, 2,000 sq. m. of housing and a creche. Combining simplicity with elegance, a large central glass roof will revive this space without changing its façades or proportions. These two rehabilitation projects aim to qualify for HQE renovation certification.

808
REHABILITATED HOMES,
delivered in 2018

71,870 sq. m.
OF UPGRADED OFFICE SPACE
in 2018

27%

REHABILITATION WORKS

as a percentage of the Group's revenues

1ST ENERGIESPRONG DEMONSTRATOR, Hem

Builder: Rabot Dutilleul Construction
Project owner: Vilogia

E=0: BROADENING THE FIELD OF PLAY OF ENERGY-RELATED RENOVATION

Renovating homes more rapidly while achieving zero energy performance levels for 25 years: is this a revolution? Anyway, this is the approach adopted by EnergieSprong, a company from The Netherlands. In 2018, Vilogia entrusted **Rabot Dutilleul Construction** with the rehabilitation of 10 social housing units in Hem using this same approach. It was a first in France and served as a demonstrator! It took only a few weeks to renovate the housing units. This encouraged people not to stop there: Vilogia then ordered the renovation of 160 homes in Wattrelos.

OVER TO FABIEN LASSERRE

Head of the Engineering & R&D department, Vilogia

For this first EnergieSprong pilot project in France, we had to define the project's objectives clearly (zero energy over the year and tenant satisfaction) and ensure that the consortium met this demand well. In our view, open-mindedness and good relations with the consortium led by Rabot Dutilleul Construction were the keys to the project's success.

FINE SITES TREAT THEMSELVES TO A REJUVENATION PROCESS

In Paris, **Rabot Dutilleul Construction** tackled the renovation of a prestigious institution: the historic **Hédiard** delicatessen store located in place de la Madeleine. Further north, in Roubaix, the teams had to deal with an unusual project: the renovation and expansion of the famous **La Piscine** museum. In Belgium, the prestigious building that used to house the former cement plants known as **Cimenteries Belges Réunies** (CBR) in Brussels was turned into an office building with shared spaces, thanks to works carried out by **Immo Louis De Waele** and **Simonis**. In 2019, **Rabot Dutilleul Construction** is renovating **Hall B** in the former railway station of the Saint Sauveur quarter, which has become a renowned cultural venue in the city of Lille.

"The Trudaine transaction is a landmark development that shows the Group's capacity to work in synergy on complex and large-scale projects. This extraordinary rehabilitation of a prestigious listed site dating from 1863 in the heart of Paris is the largest project in revenue terms ever undertaken by the Group!"

DAVID BRAMI

Head of the business property programme,
Nacarat

SCHRAMM AWARDED THE GRAND PRIX AT THE SIMI 2018 EVENT

The former Schramm barracks in Arras, registered as a Historical Monument, were awarded a prize in the Property Services category.

A FEW STEPS CLOSER TO OFFICES WITH A DIFFERENCE

Offices are much more than just places of work. Today, what do people expect from the business they work for? They expect to feel good. The professional workplace should be a vehicle for self-fulfilment, notably by providing greater flexibility and spaces suitable for diverse ways of working. Well-being is no longer a mere trend, it's the new benchmark.

SHAKE, Euralille
Developer: Nacarat - Builder: Rabot Dutilleul Construction / Les Entreprises Louis De Waele
Planner: SPL Euralille - Investor and main user: Caisse d'Epargne Hauts-de-France - Architect: PCA-Stream

THE TRENDS THAT HAVE GIVEN RISE TO THE WORK SPACE REVOLUTION

Employees are keener and keener on variety regarding their workplaces and like them to be polymorphous. Two trends:

> First, the possibility of working off corporate premises. By 2028, only 60% of employees will be working at head office compared with 85% today, according to a Parella/Esquisse study. They will be splitting their worktime between the office, their homes and co-working third places.

> Second, the **flex office**, in other words, unassigned offices. These are thought to make for better use of space, more fluid communication and greater employee agility.

So, are you prepared to strengthen your employees' commitment and boost their creativity by developing transversality?

"The well-being of occupants has become our main concern in business property."

THOMAS LIERMAN
Managing Director
Nacarat

FOSBURY AND SONS COWORKING SPACE, Brussels (Belgium)

Developer: Immo Louis De Waele - Renovation: Les Entreprises Simonis

© PCA

A NEW WAY OF LIFE AT WORK

ShAKE, a mixed-use construction programme designed by **Nacarat** and built by **Rabot Dutilleul Construction** and **Les Entreprises Louis De Waele**, positions itself as the flagship project for 2021. With its broad range of services, ShAKe will provide its occupants with a quality of use essential to their well-being. The energy and environmental aspects of the programme will be aiming to qualify for BBC Effinergie 2017 E2C1 labelling and for BREEAM© Excellent certification, thanks to the provision of high-quality services, such as: a glass façade that favours the admission of natural light; natural ventilation; solar panels and biodiversity in the environment. A variety of living spaces will co-exist, including: offices, co-working spaces, a start-up incubator, but also shops, an auditorium, a creche, a fitness centre... all grouped around a 900 sq. m "village square". The "5th façade" will comprise close to 4,000 sq. m. of terraces that will afford people unprecedented views of the city of Lille from every level of the building.

FLEXIBILITY AND WELL-BEING BLEND WELL TOGETHER

The key to well-being in a corporate context is the ability to remain responsive to new ways of working. In this respect, the **Le Platine** office building in Mulhouse built by **Nacarat** was designed in collaboration with the client: la Banque Populaire Alsace Lorraine Champagne. Between individual and open-plan offices, there are collaborative spaces to foster good internal communication. In Paris, **Rabot Dutilleul Construction** is building offices for **Nessus** with a sports room and a central garden to achieve the Gold level Well Core and Shell certifications, the new quality label for well-being. The affiliate is also building the future **head office of BMW**, featuring two roof terraces, a large indoor garden and a health space.

OVER TO LAURENT ROUBIN

Chairman of the Management Board of Caisse d'Epargne Hauts-de-France.

The ShAKe building meets the needs of a real corporate project: to welcome employees to a space designed to encourage them to work differently.

THE CO-WORKING TREND IS HERE TO STAY

Goodbye to the 3-6-9 year lease! Today, businesses are developing in a different way and expect their workspace to be organised differently as well: perfect examples of this are the **Village by CA** in Reims and the **ShAKe building** in Lille both developed by **Nacarat**. In Paris, the future **Trudaine** 7,300 sq. m. office space has already been rented by one of the world leaders in co-working. In Belgium, the Fosbury & Sons company in Brussels has moved into the former building of **Cimenteries Belges Réunies** renovated by **Les Entreprises Simonis**. In addition to upmarket workspaces, these facilities provide numerous services: a sports hall and spaces for cultural events, art exhibitions, etc.

26%

CORPORATE PROPERTY'S SHARE OF THE GROUP'S REVENUES
(i.e. six points more than in 2017)

159,160 sq. m.

OF SERVICE BUILDINGS DELIVERED
in 2018 (including all companies)

20,570 sq. m.

OF MARKET LAUNCHES
in business real estate by Nacarat

A NATURAL SENSE OF ECO-DESIGN

Every year, Rabot Dutilleul has been enhancing the eco-design of its buildings. With the help of partnerships and new tools, the Group has been pursuing its ecological ambitions and broadening its thinking; it does not hesitate to be a precursor by importing approaches from neighbouring countries and by developing innovations in each project.

NATIONAL SOCIAL SECURITY OFFICE, BRUSSELS

Builder: Les Entreprises Louis De Waele
Project owner: ONSS - Architect: Altiplan

PERMACULTURE AND NESTING BOXES

In Lille, as part of the **ShAKe** project, **Nacarat** has signed a partnership agreement with Saaltus to increase the volume of permaculture production in a farm located in Wambrechies. The employees of Caisse D'Epargne Hauts-de-France will be able to cultivate fruit and vegetables on ShAKe's gardening terraces.

Swam's way, again in Lille: Nacarat is continuing to collaborate with the League for the Protection of Birds by supporting its Refuges LPO© programme, which provides nesting boxes for swifts as well as suitable vegetation.

RENOVATION OF 160 HOUSES, in Wattrelos
Builder: Rabot Dutilleul Construction
Client: Vilogia - Architect: Redcat et Blau

FROM THE CIRCULAR ECONOMY TO UPCYCLING: AN AMBITION FOR BETTER RENOVATION

The circular economy aims to make use of the resources available for as long as possible, notably by reusing them. This challenge for the future forms part of the Group's eco-design policy. Here are a few examples in 2018.

> on the site where **materials are sorted by Baudelet Environnement in Tourcoing,** managed by Gérim, the materials for the city streets and the gabions that delimit the traffic areas are made from materials taken from the deconstruction of the site. The paving stones were consolidated using concrete mixed with recycled granulates.

> In Paris, during the study phase, **Nacarat** used the services of our partner Néo-Eco, before the rehabilitation of the **Trudaine** site, to identify the materials that could be reused on other projects or resold via platforms that favour the circular economy.

> in Brussels, **Les Entreprises Louis De Waele** renovated 1,800 sq. m. of office space for **l'Office National de Sécurité Sociale**. Instead of throwing away the former insulating walls, our Belgian affiliate recycled them and reused the rock wool from the former partitions in the roofing of its Logis Floréal worksite in Watermael-Boitsfort.

"Waste is no longer waste, but material that can be used. This approach has two benefits: it's more environment-friendly and it provides economic value-added because the sorting of waste reduces costs."

MARC VANDERICK
Head of environmental safety quality and after sales,
Les Entreprises Louis De Waele

OVER TO CHRISTOPHE DEBOFFE

Chairman of Neo-Eco
An engineering company specialised in waste recycling

Rabot Dutilleul is one of the pioneers in this sector. In 2014, it was one of the first companies to include the circular economy approach in one of its projects (the Decathlon warehouse in Lompret built by Gérim). Today, the Group wishes to go further in this direction. We are proud to support Rabot Dutilleul's switch to greater circularity.

#HAVING FUN

The inhabitants of Lille will be able to enjoy the greenery while back-crawling

THE METROPOLITAN OLYMPIC SWIMMING POOL, Lille

Builder: Rabot Dutilleul Construction with Spie Batignolles Nord
Owner: Métropole Européenne de Lille – Architects: Auer Weber – Otton Sanchez

TOWARDS ZERO ENERGY, THAT'S THE FUTURE

The EnergieSprong approach, which comes from the Netherlands, aims to make the largest number of people benefit from zero energy renovations. Zero energy or E=0 means producing as much energy as we consume: the energy balance is therefore nil and the energy performance is guaranteed for 25 years! Thanks to its participation in the first French EnergieSprong demonstrator, **Rabot Dutilleul Construction** proved its commitment to innovation in the property market.

OVER TO SEBASTIEN DELPONT

Deputy director of Greenflex and leader of the EnergieSprong initiative in France.

Rabot Dutilleul has understood the spirit of this approach and is one of the precursors. Our collaboration has been rewarding thanks to their proactive approach and performance motivation at all levels of the company, from operational managers to the Chairman.

TREIZE B, Lille-Euratechnologies
Developer: Nacarat - Builder: Rabot Dutilleul Construction
Architect: Kees Kaan

OVER TO DAMIEN CASTELAIN

President of the Lille European Metropolitan Area,
who presents the future Metropolitan Olympic swimming pool.

This new sports facility is environment-friendly by taking into account the key issues of energy consumption, water consumption and the preservation of biodiversity. I'm delighted by this project, which will result in 2021 in the construction of a facility that combines quality services for the inhabitants of the Lille Metropolitan Area with respect for the environment.

BEING INGENIOUS SO AS TO CONSUME LESS

The future **Metropolitan Olympic swimming pool** in Lille, built by **Rabot Dutilleul Construction**, will be one of the best water sports facilities developed in France in recent years. An NF HQE certified sports facility, the swimming pool will meet part of its energy needs from the urban heating network and thermal solar panels on the roof, whereas the water in the swimming pool will be efficiently produced and recycled. Another ingenious idea: in the Euratechnology neighbourhood, **Nacarat** has entered into a partnership with Stimergy. Heat from IT servers will provide 40% of the needs for hot water in 23 homes in the **Treize B** building. The system recovers this so-called "unavoidable" energy and eliminates the cooling stage of the servers, resulting in a double saving!

145

eco-designed projects delivered or in progress since 2012.

NACARAT WINS A PRIZE AT THE GREEN SOLUTIONS AWARDS IN FRANCE

The Doge service sector building in Lille won **the first prize in the "temperate climate energy" category.** A source of great pride!

57%

of projects with

ENERGY PERFORMANCE QUALITY LABELS GO WELL BEYOND THE MINIMUM REQUIRED BY REGULATIONS.

POP CITY

With the support of Tributile, Nacarat **is launching "Pop City", a civic crowdfunding scheme dedicated to the sustainable city.** This approach is committed to the sharing economy: the inhabitants finance sustainable and meaningful projects for their city. Thus, they are involved alongside investors in the construction of the city of the future!

A EUROPEAN AT HEART FOR 20 YEARS

Also present in Germany, Poland and Belgium, Rabot Dutilleul continues to develop and intends to diversify into several buoyant markets. Thanks to loyal customers and new partners, the affiliates have been accumulating a large number of new projects. In addition, unprecedented collaboration within the Group is also under way!

HÔTEL B&B, Landshut (Germany)

Builder: RD Bauprojekt - Owner: B&B Hotel - Architect: Beitler Architektur Projekt GmbH

AFTER TWO YEARS, RD BAUPROJEKT IS DOING WELL

In 2018, **RD Bauprojekt** benefited from a wealth of projects. After delivering the B&B Hotel in Landshut, Bavaria, our German affiliate signed a 21-million-euro contract with the Berlin hotelier Amano. This first collaboration with a client from Berlin enabled RD Bauprojekt to develop the **"Stralauer Platz"** project in the heart of the German capital: a prestigious mixed-use complex combining offices, a sky bar and a 4-star hotel. On the development side, things are proceeding steadily on the hotel market and also on the market for managed residences, in keeping with the affiliate's know-how. Numerous construction projects are under discussion. In addition to being involved in the Group's new strategy, RD Bauprojekt is also collaborating with Nacarat in providing their clients with support across the whole of Germany. The future appears to provide the best possible prospects.

"Over six years, we have developed a fine trustful relationship with B&B through collaborative initiatives. Thanks to these, with every new project, we have achieved greater autonomy, more experience and better knowledge of German methods."

ANTHONY ISART
Project manager at RD Bauprojekt

© P. Piraux

RÉSIDENCE SERVICES COQUELETS, Nivelles (Belgium)

Builder: Les Entreprises Louis De Waele - Owner: Vintage Classics International
Architect: Atelier d'Architecture DDV

© C. Uhalde

BELGIAN TOWNS COME TO LIFE

In 2018, our Belgian affiliates initiated fine construction and renovation projects. The most representative projects implemented by **Les Entreprises Louis De Waele** included:

- **The VUB XY** facility, in which the students of the Free University of Brussels will soon be able to reside in 650 "kots" (bedsitters) and listen to lectures in the new auditorium or benefit from the future culture room.
- **The One:** a new 94m high-rise building located in a lively and convivial district of Brussels where people will be able to work (29,500 sq. m. of office space), to shop (850 sq. m. of shopping space) or to reside (97 flats).
- **The Athéné Royal School:** since the start of the school year in 2018, after 24 months of renovation, transformation and enlargement, the Koekelberg school has welcomed 1,300 pupils aged between three and 18. The Louis de Waele company has also been given the responsibility of maintaining this 12,000 sq. m. building for the next 30 years.
- **The Coquelets serviced residence:** in a green environment in Nivelles, Belgian senior citizens have benefited for several months from a 41-home residence that combines comfort with services.

Immo Louis de Waele has completed a purchase/resale transaction involving an iconic building: **Cimenteries Belges Réunies** (Belgian cement works). In early 2019, our Belgian developer was awarded a project for the design-construction-resale of a **social polyclinic** featuring a 1,500 sq. m. medical centre and 35 zero-energy social housing units located in Anderlecht.

OVER TO ARTUR SÜSSKIND

Managing director of the Amano hotel group

The structure of Stralaeur Platz was completed one month ahead of the planned date. This first collaboration between the Amano group and RD Bauprojekt has been very effective. We very much hope to extend this partnership to other projects.

POLAND: SIGNIFICANT ACHIEVEMENTS

In 2018, **RD Bud** again proved its know-how by completing some fine projects:

- the delivery of **Nowogrodzka Square**, an 11,000 sq. m. high-class office building with a remarkable curtain wall made of aluminium and onix;
- two new **Castorama** stores, for a customer loyal to us for 20 years;
- the construction for Yareal, the Polish property developer, of an 84- unit residence: the **Rezydencja Chrobrego**. Following several fruitful collaborations in office property, RD Bud has started building its first residential units for Yareal in the Wlochy neighbourhood of Warsaw.

31%

CONTRIBUTION OF INTERNATIONAL BUSINESS TO THE GROUP'S REVENUES

71

projects completed in Germany, Belgium and Poland in 2018.

5 B&B hotels

delivered in six years in Germany

The Lamy Lutti project team, Tourcoing
Builder: Rabot Dutilleul Construction

LISTENING TO OUR EMPLOYEES

We are deeply convinced that we can imagine and build a better, more humane and more sustainable world. Every day, we are committed to preserving trust between the Group and its employees. It is not by chance that goodwill is one of our core values.

LOOKING AND MOVING FORWARD IN THE SAME DIRECTION

Day after day, in our company, we cultivate the pleasure of working. And our employees duly reciprocate! This involves the introduction of new ways of working that meet current needs. It also involves a commitment to capitalise on and develop skills, and to take particular care of younger and older colleagues... Even interns and working students are won over. Rabot Dutilleul is recognised as 'a great place to work'.

MY CAMPUS !
TO INSPIRE, SUPPORT AND SHARE

At last! Rabot Dutilleul has launched its corporate campus! Employees now have plenty of tools to develop their skills and beef up their expertise. The campus complements the corporate training offering and supports three main missions.

> **Working together in project mode** to generate more synergies and provide our customers with comprehensive solutions involving mastery of the entire value chain.

> **Strengthening expertise and sharing it** through in-house training to mutualise and capitalise on our know-how.

> **Empowering talent and enabling individual fulfilment:** our employees, be they experts, managers or juniors, take part in collective and individual activities that form part of dedicated courses, such as UP!, YOP, etc.

RABOT DUTILLEUL WINS "HAPPY TRAINEES" CERTIFICATION

The company was awarded the "HAPPY TRAINEES 2019" certificate! We thank our trainees and working students for showing their trust by awarding a 4.03/5 score and by showing that 91% of them recommend our company. They were able to **learn and progress** professionally in a fun and motivating environment.

© ZePresenters

he UP! Course provides a wonderful opportunity to meet new people and find out about the Group's other business lines and affiliates. What impressed me the most? The inspiring "learning expedition" to the future riverside eco-neighbourhood on Saint Denis island and the visit to Bellastock, an experimental architecture association for the enhancement of places and their resources.

YANOUB NOURI
Sales manager,
Rabot Dutilleul Construction,
UP! CLASS OF 2018

A NEW MANAGERIAL CULTURE FOR NEW MOMENTUM

Everything is changing: the world, ways of working, our businesses... thus, our managerial practices must keep up, while respecting our values: **goodwill, trust and innovation.** For this daily change of culture, our managers are supported by a humorous web series, conferences, a hackathon, co-development, learning by doing, etc. Our managers are definitely not ordinary managers!

BELGIANS AND NEW WAYS OF WORKING GO TOGETHER

The new ways of working of Entreprises Louis de Waele introduced during the relocation in July 2018 have now been adopted by 80% of employees both at head office and on worksites! **"Home working"** has enabled some employees to avoid up to three hours of transport per day, while **flexible working hours** have enabled them to organise their work more freely and, above all, without any stress! Employee feedback has been positive and work efficiency has been improved. Open space offices make for more fluid communication in a very modern work environment. In France, since March 2019, employees have been allowed to practise teleworking once a week.

Flexible working hours allow people to adapt their physiological pace and thus favour the most effective moments for working. And it's ideal for reconciling professional and family life.

ALEXANDRE VALETTE
Engineer in special study techniques,
Les Entreprises Louis De Waele

LET'S PAMPER THE YOUNG... AND THE LESS YOUNG!

For our colleagues aged 57 and over, it will soon be time to retire! To help them envisage "life after Rabot" and deal with the administrative side, we provide them with support through training. The Group attaches great importance to the transmission of skills and to integrating young people into employment. Thus, the Group naturally works on fostering good inter-generational relations by organising open days, mentoring, producing guide books and holding seminars for interns and work-study students.

TAKING GOOD CARE OF OUR TEAMS

Securing worksites, raising awareness of handicaps, defending equality, fostering the well-being of our employees... all our entities share these values and apply them daily by taking multiple initiatives. Calling ourselves into question every day is the best way to progress!

ON WORKSITES, PRIORITY TO SAFETY!

Rabot Dutilleul Construction takes employee safety very much to heart; it's even a priority! In early 2019, an agreement was signed with the OPPBTP (the French Occupational Safety Administration for the Building and Public Works Sector) and the ICSI (the Institute for Industrial Safety Culture). This proves the company's commitment to constant improvement in working conditions on **all worksites**. At the same time, for nearly 20 years, **in the Hauts-de-France region**, safety competitions have been organised. Safety drills are also held to check that safety procedures are followed correctly.

DEFENDING EQUALITY ON ALL FRONTS

In this regard, the Group has taken initiatives to raise awareness of the fact that being handicapped makes no difference in terms of competence! Here is a brief review of the actions taken in 2018:

> Rabot Dutilleul was a partner of the Music'All EDHEC student association, which puts on annual musicals with mentally deficient children at the Medical-Professional Institute in Tourcoing.

> With the Handifac Lille association, 15 interns were able to exchange views for half a day with valid and invalid people on being handicapped, and play Torball while blindfolded.

> The Group participated in a handicap awareness-raising day, once again in partnership with Music'All EDHEC.

> Internally, 15 of the Group's volunteer handicap policy ambassadors (known as Handi'Relais) jointly drew up the 2019 handicap action plan.

*As a **'Happiness cultivator'** for one year, I've proposed all kinds of activities: yoga, light therapy on a Waff air cushion, Italian delicatessen, etc. As part of the Group's initiation into the world of art, I use artwork libraries to lend works of art. This generates great synergy between employees. In 2019, all French subsidiaries will benefit from these activities.*

NATHALIE DUFOREST
Management assistant and "Happiness Cultivator" at Nacarat

A CODE OF CONDUCT TO ENHANCE TRUST AND ETHICS

At the end of 2019, all staff members received a Code of Conduct booklet. This followed the introduction in France of the 2016 Sapin II law, which requires all businesses to set up an anti-corruption scheme. The booklet seeks to foster exemplary professional behaviour in all circumstances. It is based on three basic principles: first, being transparent; second, exercising common sense, good judgement and professional ethics; and finally, being accountable for your actions. The explanations and good practices in this guide book help to strengthen the great trust that exists between the Group and all its partners.

MORE THAN COLLEAGUES... SHAREHOLDERS!

The employee shareholding scheme is one of the keys to our sustainability. In France, 10% of employees contribute to the development of our Group through a financial commitment that shows their confidence in our medium-sized family business.

209 WORKPLACE FIRST-AID ATTENDANTS
belong to the France construction division, a figure that far exceeds INRS* recommendations.

354
EMPLOYEES AND ALSO GROUP SHAREHOLDERS
as at 31st December 2018

* National Safety Reasearch Institute

ONE FOR ALL AND ALL TOGETHER!

At Rabot Dutilleul, we have been entrusted with a mission: to help build a better world. And all solutions are welcome! Assisting student associations, fostering the professional integration of young people and of people in need, disseminating culture and art for the benefit of the largest possible audience thanks to sponsorship... The Group continues its involvement in citizenship-based initiatives and remains the faithful partner of numerous non-profit organisations.

2018 COTE D'OPALE TRAIL

PASSING KNOWLEDGE ON IS FIRST AND FOREMOST A PLEASURE

In partnership with **NQT** (an association which supports young graduates in their transition to employment), **Rabot Dutilleul Construction** people start their professional lives. In 2018, a dozen employees of Rabot Dutilleul Construction volunteered to participate in this fine venture, which blends active listening with expressions of goodwill. This mentoring has multiple goals: to define the mentees' professional projects; to give them access to networks and contacts; to help restore their self-confidence and make full use of their skills... Knowledge transfer between generations is important!

HEADING FOR ARCHIDEELLES #5

We launched the Archidéelles concept in 2012 as a call to build the city of the future with a view to highlighting the talent and innovations of young architects and to strengthening the ties between our Group and them. The topic of this fifth edition was "Towards 3.0 urban link roads". The candidates had to choose one of the following three focal areas:

> Lille: the "Grand Boulevard" linking Lille with the cities of Tourcoing and Roubaix;

> Paris: major national road 20 (N20);

> Marseille: the Jarret bypass and its five boulevards.

Are you prepared to rethink **new hubs** that meet the needs and usages of today and tomorrow? If so, here we go!

Helping the younger generation to integrate professionally is self-evident, motivating and gratifying: you give as much as you receive. I'd be ready to do it again, not just once, but twice.

ERIC QUERLIN
Project manager
at Rabot Dutilleul Construction
/ NQT mentor in 2018

102 kg

of clothes and accessories collected in five days for the 'La Cravate Solidaire' charity in Lille during the clothing drive challenge organised by la Fondation des Possibles.

LET'S BROADEN THE RANGE OF POSSIBLE OPTIONS

Rabot Dutilleul is proud to be a founding member of la **Fondation des Possibles** ! This unique organisation in France brings together 22 large companies that are committed to fostering the re-employment of vulnerable sections of the population. In 2018, numerous actions were undertaken: meetings between students and businesses; sponsorships and financial allocations in support of young entrepreneurs; professional integration of refugees, etc. Our colleagues lent their support to these actions and contributed to them by taking part in a campaign to "collect used clothing" organised by la Fondation des Possibles for the benefit of "Cravate Solidaire", a non-profit organisation that fights against discrimination in hiring people due to their appearance. The organisation provides male and female job-seekers free of charge with good quality professional clothing to promote their vocational integration.

RD BOOST CHALLENGE: A FINE HELPING HAND

The second edition of RD BOOST, the competition organised by Rabot Dutilleul to help student associations financially, awarded prizes to two projects: "NAFE" by Perunidad (RD BOOST prize) and "ENAC'TOGO" by Enactus (love-at-first-sight prize). Out of 24 competitors, the winning associations stood out for the quality and good presentation of their submissions. Thanks to RD Boost, Rabot Dutilleul gives a financial helping hand to innovative and meaningful projects developed by students from the Group's partner schools.

The €2,500 prize awarded by the RD BOOST challenge enabled us to upgrade the infrastructures of an education centre in Peru. It also helped to provide Peruvian children with educational support and raise their awareness of sustainable development.

CELIA

Student at CentraleSupélec
and member of the Perunidad association.
2018 RD BOOST prizewinner

CULTURE AGAIN AND AGAIN!

Rabot Dutilleul and art is a great love story! The Group loyally supports the Lille Opera house, the Lille National Orchestra and the 'La Piscine' Museum in Roubaix. Nacarat continues to maintain close links with places that showcase architecture, such as: Cité de l'Architecture and Pavillon de l'Arsenal in Paris; the Agora in Bordeaux; and the WAAO architecture and urbanism centre in Lille. Nacarat also showcases contemporary art: works from the Lasécu art library are exhibited at Head Office and in the branch offices of Nacarat, to the delight of employees.

SOLIDARITY UNDER THE SKIN...

Rabot Dutilleul knows that it can rely on its employees to mobilise! In addition to the numerous initiatives supported by the Group, the employees are involved in multiple meaningful projects: Octobre Rose for breast cancer; Septembre en OR (Golden September) for children suffering from cancer; blood donations; clothing donations for La Cravate Solidaire charity or collecting "love stoppers" to finance wheelchairs.

...AND IN THE LEGS!

Add some spice to a good cause and you will succeed in mobilising a host of employees! There is no lack of sports events: team marathons, trails, hikes, futsal, basketball, fitness, etc. Thus, 70 employees participated in the RUN FOR LIFE race in Lille in favour of the paediatric cancerology unit of the Oscar Lambret medical Centre. Nacarat partnered the Golden September event whereby every kilometre run by Group staff members was converted into euros!

© Motte

€5,800

Donated by Nacarat to the Oscar Lambret medical centre thanks to the Golden September event.

KEY HR FIGURES

AS AT 31/12/2018

1,500
EMPLOYEES

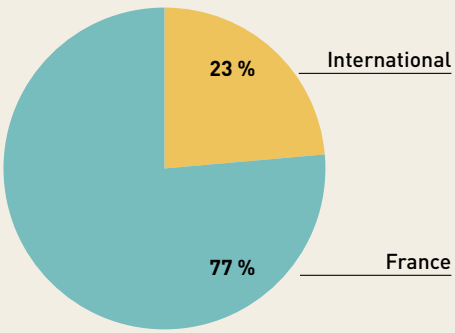
264
PEOPLE HIRED ON FIXED-TERM OR PERMANENT CONTRACTS

354
EMPLOYEES ARE SHAREHOLDERS

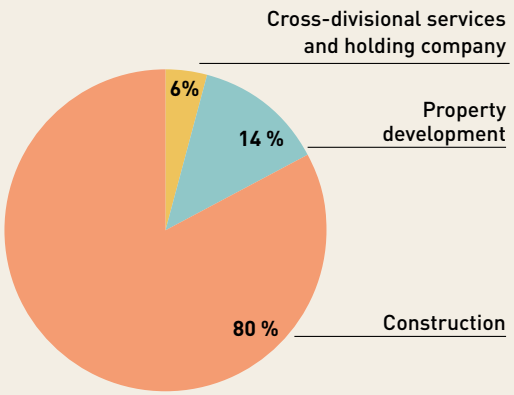
20,6%
OF STAFF ARE WOMEN
+2 points since 2016

160
INTERNS OR WORKING STUDENTS

GEOGRAPHICAL DISTRIBUTION OF EMPLOYEES



DISTRIBUTION OF EMPLOYEES BY PROFESSION



THANKS

WE THANK ALL OUR EMPLOYEES, CUSTOMERS, ARCHITECTS, PARTNERS AND INVESTORS WHO HELPED TO ILLUSTRATE AND ENLIVEN THIS ANNUAL REPORT

Rabot Dutilleul

NACARAT GROUPE RABOT DUTILLEUL · IMMO LOUIS DE WAELE · Rabot Dutilleul Construction · Demouy · Rabot Dutilleul Partenariats · iDéel · Gérim Contractant Général

LES ENTREPRISES LOUIS DE WAELE · ENTREPRISES simonis SINCE 1926 · RD bud · RD Bauprojekt · Rabot Dutilleul Investissement · Rabot Dutilleul Holding

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