

# ACTIVITY REPORT 2005

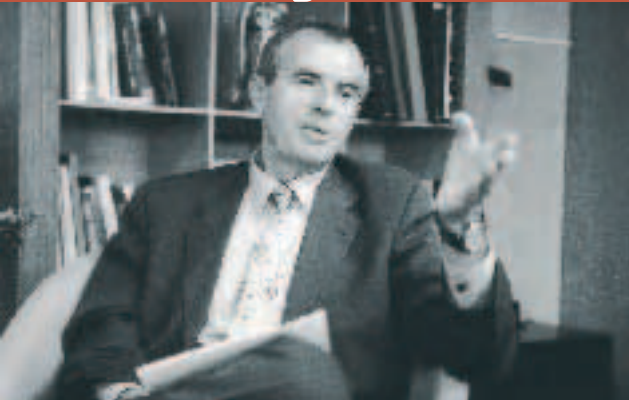




C O N T E N T S

- 1** Message from the Chairman
- 2** 2005 highlights
- 4** Profile – Values
- 5** Organisation – Locations
- 6** Key figures
- 7** Financial notes
- 10** Environmental indicators and notes
- 12** People, the company's major asset
- 20** Protecting the natural environment, a culture
- 26** An attentive company
- 32** Addresses

# Message from the Chairman



Roger MARTIN  
Chairman and Chief Executive Officer  
of Eurovia

Eurovia continues to forge ahead. The main indicators of the year 2005 – revenue of €6,457 million, net profits of €158.7 million – give an idea of how far we have come.

Business activity grew substantially in France (+10.6%) and even more substantially in our companies in the United Kingdom (+25%), Central Europe (+45%) and Belgium (+20%). In Germany, the return to growth - modest for the year as a whole (+3.5%) but with an upturn in the second half (+9%) - is a harbinger of the long awaited market recovery.

Our expansion is essentially driven by our dynamic and competitive teams. It was also boosted by carefully targeted acquisitions aimed first and foremost at rounding out our market positions, with the acquisition of TE Beach in London, Crowder in Charlotte, South Carolina, and the Jakubcovice quarry in southern Bohemia. Materials production remained a primary focus of our strategy: a variety of acquisitions in France and abroad added 4.3 million tonnes to our annual production capacity. With the same strategic objective, we set up a materials storage, processing and trading facility in the port of Antwerp as a European hub linking remote materials export markets with markets lacking high quality materials, especially the Benelux countries and northern Germany.

Beyond these facts and figures, which represent the most visible reflection of the progress we have made, there are any number of other grounds for satisfaction that support us in our goal of achieving reliable long-term results. Our innovation policy continues to bear fruit. Applied across the company as a whole, it strengthens our in-house potential and helps increase our sales. It also won outside recognition in 2005, winning a number of prizes awarded in France by *Le Monde Informatique* and *La Tribune* for the Papyrus project (real-time worksite management); by Cegos, *Entreprise & Carrières* and *lesechos.fr* for the NEVA Intranet; and by the Salon des Maires et des Collectivités Locales for warm mix with aspha-min®.

Eurovia's main focus remains its people. In the autumn of 2005, a training centre was opened in Bordeaux at the same location as our research and development centre. It will be providing some 12,000 days of training per year. The two facilities constitute an outstanding asset serving the skills of Eurovia's people and the image of the Group.

The outlook is good as we move into 2006. Building on its high-quality expertise and strong roots on its markets, Eurovia expects to benefit from the growing demand for transport infrastructure driven by long-term trends. Tramway projects are now being introduced by medium-sized cities and in virtually every case they are the contracts include overall refurbishment of streets and traffic and parking areas.

France appears genuinely determined to make use of public-private partnerships to build its roads and motorways. The Direction Générale des Routes highway department sent a clear signal to that effect by announcing five such projects.

The outlook is satisfactory on our other markets.

Germany has given the final green light to its A-Modell motorway projects: the first is in the bidding stage, and invitations to tender have been issued for another three. The new Toll Collect truck toll collection system will benefit these as well as a number of other road projects.

The United Kingdom is stepping up its effort to refurbish its transport infrastructure and is requiring companies to provide an ever broader range of expertise.

In Central Europe, there are any number of projects under way to meet domestic demand and accommodate growing traffic between the old and new countries of the European Union.

In North America, the supremacy of the automobile and major road network renovation needs will help sustain and boost the current growth.

The road lies wide open before us.

# 2005 highlights

## HONOURED FOR WARM MIX



Eurovia won two innovation prizes for its warm mix with aspha-min® process, which reduces asphalt mix production and laying temperatures by 30°C. The first was awarded by the Fédération Nationale des Travaux Publics in May and the second, the Grand Innovation Prize awarded by the Salon des Maires et des Collectivités Locales, was presented in November.

## INTRANET AWARD

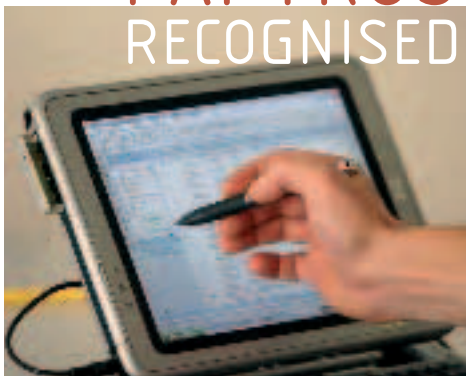


NEVA, the Eurovia Intranet, received the 2005 Intranet Prize in the E-learning and Knowledge Management category in the annual competition organised by Cegos, *Entreprise & Carrières* and *Iesechos.fr*. NEVA was honoured for its content, updating and accessibility. It operates as a clearinghouse for expertise, knowledge, know-how, procedures and experience - particularly that relating to project management - accident prevention, safety and mobility.

## EUROVIA'S INNOVATION COMMENDED IN THE UNITED KINGDOM

On 26 May, the Institute of Asphalt Technology awarded the Prize for Innovation to Eurovia for its commitment to developing new technologies.

## PAPYRUS RECOGNISED



In April, the Papyrus® project, which was set up at the end of 2004, won the Entreprises et Société de l'Information award in the Industry category as part of a competition organised by *Le Monde Informatique* and *La Tribune*.

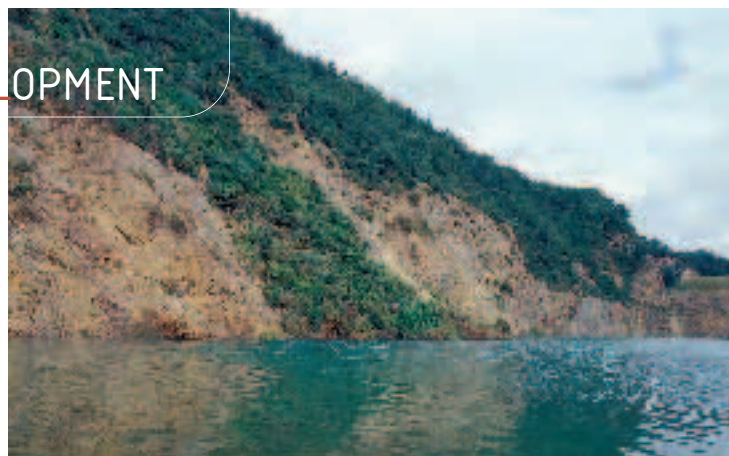
By equipping its 3,000 foremen with the PC tablet and worksite management software linked to GRPS, Eurovia defined a new way of managing worksites through real-time access to information.

## SAFETY AWARDS

In September, six Eurovia entities won an award in the safety competition organised by the Union des Syndicats de l'Industrie Routière Française, which commending their best safety practices.

## HEADING FOR SUSTAINABLE DEVELOPMENT

As part of its 2005 competition focused on sustainable development, the Union Nationale des Producteurs de Granulats awarded two prizes to Eurovia in April. The Best Environmental Practices award went to the Quinipily quarry redevelopment project near the western French city of Baud. The other prize went to a subsidiary specialising the production of aggregates, for the construction of a railway spur line to enable aggregates to be transported directly by the producer to the mix plant.





## AWARD FOR MAJOR PROJECTS AND WORKSITES

- In February, Eurovia's US subsidiary Blythe received an award from the National Asphalt Pavement Association honouring the quality of the work carried out during construction of the new 2x3 lane section of I-485 in North Carolina.
- In September, Eurovia's Czech subsidiaries won three consecutive awards: the road construction of the year award for the R48 expressway, the Ministry of Transport award for the D5 motorway bypass in the city of Plzen, and the award presented by the For Arch 2005 "ABF" trade fair honouring the construction of the engineering structure on the new rail line at Prague's central railway station.

## ACQUISITION OF THE T.E. BEACH COMPANY

In January, Eurovia's British subsidiary Ringway acquired the T.E. Beach Company based in Dartford in the south of the United Kingdom. Operating on the road surfacing and road construction markets in London, T.E. Beach offers many synergies with Ringway, particularly in the context of the multi-year contracts which both companies hold with TFL (Transport for London).



## NEW MATERIALS HUB IN ANTWERP

In May, Eurovia and Van Wellen set up the AST (Antwerp Stone Terminal) Company, a construction materials storage, processing and trading facility in the port of Antwerp, Belgium. Its strategic location will enable it to supply northern Europe markets, on which there is a shortage of road materials.

## NEW QUARRY IN CENTRAL EUROPE

In June, Eurovia's Czech subsidiary SSZ acquired a majority stake in the Jakubcovice quarry near Ostrava in Moravia. The site, which produces 1.5 million tonnes of materials per year, will supply major infrastructure projects in the Czech Republic and in the surrounding region. This acquisition, together with six quarries acquired in Slovakia in 2004, is part of a strategy aimed at strengthening the network of industrial facilities on all the company's markets with a view to securing supplies for its worksites.

## ACQUISITION OF TWO COATING PLANTS IN THE UNITED STATES

In September, Eurovia acquired two coating plants from the North Carolina based Crowder Company, which produce 600,000 tonnes of asphalt mix per year, as well as the associated laying material. With this acquisition, the company becomes the largest producer in the Charlotte region, with five coating plants producing a total 1.2 million tonnes annually.

# Profile

**Eurovia**, a subsidiary of VINCI, designs, builds and maintains transport infrastructure for public and private sector customers in Europe and in North and South America. Heir to a century-long roadwork's tradition, building on its specialised expertise and driving innovation, Eurovia has **38,000** employees operating in nearly **1,200** industrial and commercial entities and is structured in four complementary business lines. Eurovia's core business activity, the construction of road pavements and surfacing, is carried out by the company's **330** works agencies and subsidiaries. Eurovia's worksites are supplied by the more than **850** materials extraction and industrial production sites that make up Eurovia's second business line. Complementing the first two, the third business line covers activities aimed at blending infrastructure into its urban and rural settings and protecting the natural environment. Tying these activities together, the fourth business line brings together related services, ranging from design to maintenance of transport sites and networks. In 2005, Eurovia continued to promote a global and controlled approach to all its business lines, with the goal of achieving harmonious and sustained growth.



€ **6,46** billion in revenue

**38,000** employees

**330** works agencies and subsidiaries in 16 countries

**60,000** projects per year

# Values

In operating its business lines, Eurovia employs a management system that applies the company's overall policy at each level in order to continuously improve its performance in line with its ambition.

With a dynamic corporate culture based on strong values, all Eurovia employees contribute to implementing Eurovia's policy.

## Responsibility

- Setting an example and complying with the rules.
- Ensuring safety at our sites and protecting the environment.
- Fostering a culture of continuous performance improvement.

## Solidarity

- Listening to and developing the skills of our employees.
- Fostering teamwork through projects.
- Promoting networking.

## Innovation

- Pioneering new and sustainable solutions.
- Optimising know-how and controlling risks.
- Selecting and promoting best practices.

## Outreach

- Acting as the Company's ambassador.
- Communicating the achievement of objectives.
- Promoting consultation and coordination.

## Executive Committee

**Roger Martin** Chairman and CEO  
**Jean-Louis Marchand** Co-Chief Operating Officer  
**Patrick Jutier** CFO  
**Guy Vacher** Executive Vice President, France  
**Daniel Roffet** Executive Vice President, International

## Management Committee

**Roger Martin** Chairman and CEO  
**Jean-Louis Marchand** Co-Chief Operating Officer  
**Patrick Jutier** CFO  
**Guy Vacher** Executive Vice President, France  
**Daniel Roffet** Executive Vice President, International  
**Dominique Collomp** Vice President  
**Michel Gili** Human Resources Manager  
**Bernard Marchant** Major Projects Manager  
**Jean-Luc Pantin** Management Control  
**Henri Albert** Manager, Mediterranean Division (France)  
**Christian Antoine** Manager, East Division (France)  
**Philippe Berthoux** Manager, Centre-West Division (France)

**Luc Bodson** Manager, United States Division  
**Jean-Claude Chambard** Manager, IDF/Upper Normandy Division  
**Jean-Yves Guillard** Manager, South-West Division (France)  
**Borivoj Kacena** Manager, Czech Republic Division  
**David Lee** Manager, United Kingdom Division  
**Michel Lomberty** Manager, North Division (France)  
**Jean-Paul Lubin** Manager, Germany Division  
**Philippe Murat** Manager, Canada Division  
**Carlos Ortiz Quintana** Manager, Spain Division  
**Patrick Sulliot** Manager, AURA Division (France)

## Locations



### NORTH AND SOUTH AMERICA

**ARGENTINA** Probiar  
**CANADA** DJL  
**CHILE** Bitumix and Probisa  
**UNITED STATES** Hubbard and Blythe

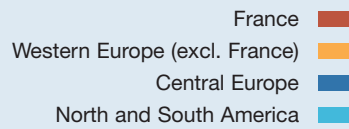
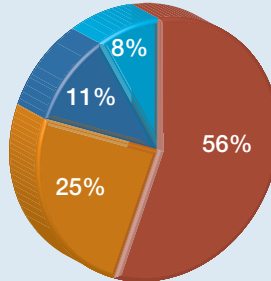
### EUROPE

**ALBANIA** Albavia  
**BELGIUM** Boucher and Grizaco  
**CZECH REPUBLIC** SSZ  
**FRANCE** Eurovia  
**GERMANY** Eurovia Beton, Eurovia Industrie, Eurovia Teerbau and Eurovia Verkehrsbau Union  
**ITALY** Batec  
**LITHUANIA** Eurovia Lietuva  
**POLAND** Eurovia Polska  
**PORTUGAL** Probigalp and Probisa  
**SLOVAKIA** Eurovia Cesty and Eurovia Kamenolomy  
**SPAIN** Probisa and Trabit  
**UNITED KINGDOM** Ringway

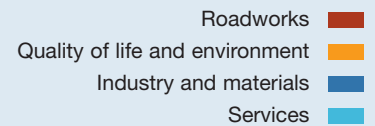
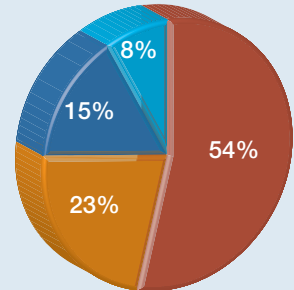
# Key figures

Across all subsidiaries, international activity accounted for **44%** of Eurovia's total revenue

BUSINESS ACTIVITY BY GEOGRAPHICAL AREA

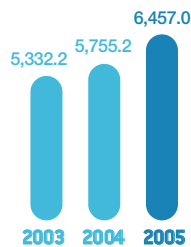


REVENUE BY BUSINESS LINE



In € millions

REVENUE



OPERATING PROFIT FROM ORDINARY ACTIVITIES



OPERATING PROFIT



NET PROFIT ATTRIBUTABLE TO EQUITY HOLDERS OF THE PARENT, AFTER TAXES

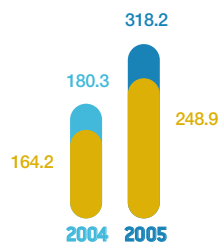


**+12.2%** and **+9.1%** at constant scope and exchange rates

CASH FLOWS



INVESTMENTS (INCLUDING CAPITAL INVESTMENTS)



SHAREHOLDERS' EQUITY



NET FINANCIAL SURPLUS



Average workforce 2005 **38,465**

Average workforce 2004 **36,995**



## France (€3,649 million)

With increasingly complex projects extending well beyond pavement construction and requiring a wide range of related expertise (drainage, waterproofing, small civil engineering works, landscaping, etc.), Eurovia is positioned as an urban space developer capable of devising solutions covering many requirements - displacing and redeveloping utility networks, blending transport infrastructure into the living environment, improving comfort and enhancing safety. On a buoyant market, driven by public authorities committed to developing segregated lane public transport systems (tramways, bus lanes, etc.), which account for a quarter of the increase, business activity grew by more than 10.6% (9.6% at constant scope) from 2004, generating operating profit amounting to 5.3% of revenue. This good result, up 11% from the beginning of 2005, was nevertheless adversely affected by the oil (fuel and bitumen) price rise, which negatively impacted margins by an estimated 0.5 point. Aggregate production was also up thanks to the acquisition and opening of new production sites. The Martinique, French Polynesia and New Caledonia subsidiaries recorded an increase of more than 25% in business activity while sustaining a high level of profitability. The order backlog increased by 18% since the start of 2005, suggesting further revenue growth in 2006.

## Western Europe (€1,591 million)

Thanks to a good second half, revenue in **Germany** picked up after 5 years of decline, rising 3.5% to €731 million, while operating profit improved. The order backlog is 12% higher than in early 2005, and there are prospects for motorway widening projects financed in part by the electronic toll collection system, so that the reorganisation and discipline introduced over the last few years are now expected to bear fruit. In the **United Kingdom**, where the company generated revenue of €653 million, an increase of nearly 25% (13.2% at constant scope and exchange rate), the acquisition of the T.E. Beach Contractors Ltd strengthened Ringway's positions in the greater London area. The main long-term maintenance contracts were renewed in the second half of 2005 and in early 2006, providing grounds for optimism in the coming year. In **Spain**, the consolidation of Trabit within Probisa boosted revenue despite a slight decline at constant scope. Last but not least, revenue generated by subsidiaries in **Belgium** was again up nearly 20%, confirming the turnaround reported last year.

## Financial notes

### Central Europe (€729 million)

The revenue increase was most spectacular in these countries (more than 20% at constant scope and exchange rate). The increase affected not only the Czech Republic but also Slovakia and Poland and went hand in hand with profitability higher than that recorded in France.

Continuing its policy of supporting its works activity by securing supplies, Eurovia followed up its 2004 acquisition of six quarries in Slovakia by taking control of the Jakubovcovice quarry in the Czech Republic, which produces 1.5 million tonnes of hard materials per year.

### North and South America (€488 million)

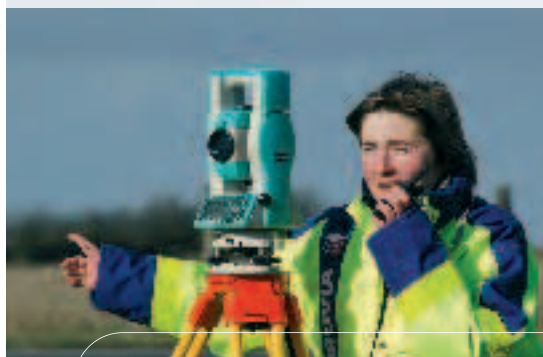
Revenue generated in North and South America was the same as last year, with a decline in activity in the United States (-4%) offsetting the increase in Canada (+3%) and Chile (+8%).

In the **United States**, Eurovia obtained a design & build contract covering the second phase of the I-85 motorway refurbishment project in North Carolina and reinforced its coating position in the Charlotte area by acquiring industrial facilities from Crowder, a local company producing 600,000 tonnes per year.

In **Quebec**, the DJL subsidiary maintained a high level of profitability.

**Chile** continued to report very good performance in terms of both revenue and earnings.

Overall, international activity accounted for 44% of total revenue, growing by 14.3% (8.4% at constant scope and exchange rate) and generating operating profit of 1.7% of revenue, a 25% improvement. As in France, the oil price rise nevertheless adversely affected margins.



**Strong increases in earnings** have been recorded since 2003, confirming that Eurovia's strategy, with its focus on innovation, selective order taking and balancing its complementary business lines, is on the right track.



Given an order backlog that has substantially increased and now represents seven months of revenue, Eurovia's activity is expected to further increase in 2006, albeit probably at a more moderate pace. Continuing its policy of innovation, production optimisation and intensification of cross-border synergies, Eurovia is expected to record another improvement in its operating profit – to which the turnaround of its Spanish and American subsidiaries, which have now completed their reorganisation, is expected to contribute.

In roadworks and in the industrial and commercial development, site construction, the complementarity of major infrastructure projects – especially those carried out in synergy with other VINCI entities – and the many local projects carried out for public and private sector customers make it possible to achieve optimum market coverage while limiting risk exposure.

In industrial production, Eurovia will be following up its 2005 acquisitions by continuing its policy aimed at reinforcing its construction materials production, storage, processing and distribution capacity on all its markets.

The development of integrated business lines, especially on the new Central European markets, secures supplies for the company while optimising the cost of materials used. Reinforcing Eurovia's recycling expertise and resources (facility network, process and product portfolio) also constitutes a major asset from the point of view of road materials production capacity and access to works contracts in which environmental criteria are decisive.

Urban development activities are expected to continue at a high level, especially in segregated-lane public transport roadbeds. Environmental business lines (deconstruction, storage sites, etc.) also represent avenues for medium-term growth. Eurovia will, last but not least, be stepping up its expansion in services, especially road network maintenance, in order to broaden its recurring business base.

Eurovia will meanwhile be pursuing its strategy of covering markets in which it has significant positions, especially in Central Europe where it is expanding its networks to keep pace with the ramp-up of major transport infrastructure projects cofinanced by the European Union. On all its markets, public-private partnerships and new public service outsourcing contracts are being developed as a source of future growth, in synergy with other VINCI divisions.

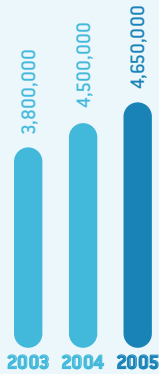


# Environmental indicators and notes\*

## Designing and developing processes, providing services that protect the environment.

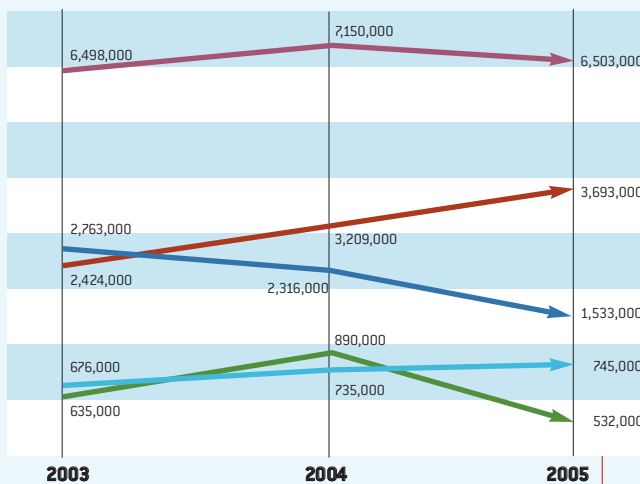
Innovation in the field of environmental protection is the goal of the company's research and development programme. At the heart of the forward-looking solutions devised by Eurovia are recy-

cling and re-use techniques. Day by day, Eurovia strives to develop techniques that protect the environment on the ground.



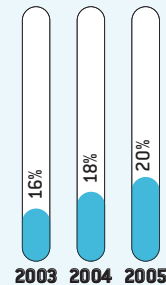
**R&D budget** (in euros)  
Amount devoted to research and development directly related to the environment.

## Recycling and re-use (in tonnes)

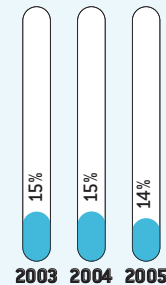


■ Production of recycled materials  
■ Production of bottom ash  
■ Production of slag  
■ Production of schist  
■ Recycling of excavated materials  
 (crushed asphalt mix, planings, demolition concrete, etc.)

## % of asphalt mix production using milled reclaimed asphalt pavement



## % of recycled materials production as a proportion of total aggregate production



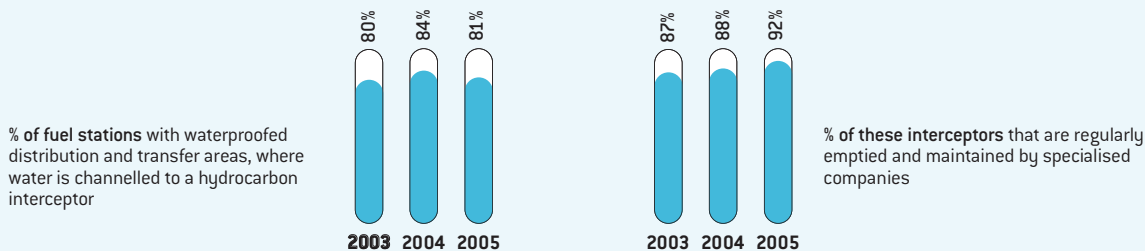
## Controlling the impact of our activities on the environment

At its industrial facilities and at its worksites, Eurovia improves its working methods in order to comply with changing regulations. Beyond that, Eurovia has introduced environmental management programmes to provide guidance for operators to improve their performance. In this framework, Eurovia does everything in its power to reduce the environmental impact of its activities and protect the natural environment.

Description	2003	2004	2005
Wholly-owned quarries certified ISO 14001 as a percentage of production	11%	13%	32%
Wholly-owned coating plants certified ISO 14001 as a percentage of production	3%	3%	5%
Wholly-owned binder plants certified ISO 14001 as a percentage of production	28%	28%	23%
Ratio: wholly-owned quarries (>500 kT) certified ISO 14001 / wholly-owned quarries (>500 kT), as a percentage of production	-	15%	58%

In 2005, **90** safety/environment audits were carried out at our worksites.

*Impact limitation – water treatment*

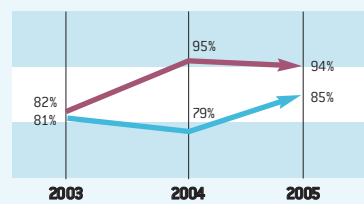


**94%** of the quarries discharging waste water carry out periodic inspections of waste water quality

*Impact limitation – atmospheric pollution and dust*

Percentage of sites having introduced systems and procedures deemed effective to fight dust:

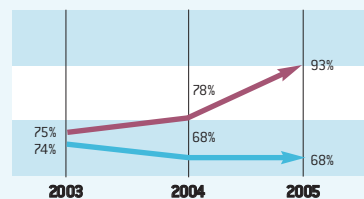
- Quarries
- Coating plants



*Impact limitation – noise abatement*

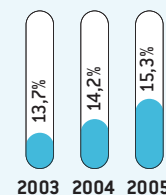
Percentage of sites having introduced systems and procedures deemed effective to combat noise:

- Quarries
- Coating plants



*Investments*

Amount devoted to the purchase of equipment to prevent environmental pollution (investments) as a proportion of the overall amount invested in equipment



**Promoting environmental values**

Considering that the success of a project is measured in terms of getting everyone on board, Eurovia promotes its solutions in-house. This takes the form of awareness-raising and the progressive inclusion of

environmental values in training courses. In order to accommodate the expectations of our society, Eurovia promotes cooperation and communication on its environmental solutions. Consistent in its commitment to

the principles of sustainable development, Eurovia strives to develop its participation in the debate by providing increasingly innovative solutions.

**33** quarries set up and operated Local Consultation and Monitoring Commissions in 2005.



Operating on more than 5,000 worksites and production sites every day across the world, Eurovia's 38,000 employees work in autonomous teams as part of the company's decentralised organisation. To recruit, train and manage its employees in their day-to-day work, Eurovia has introduced a policy aimed at facilitating their induction and career paths within the company. The policy is implemented by means of global tools and action plans and it focuses on sharing of knowledge and experience.

In 2005, Eurovia made people the focus of its development, carrying out a large number of hiring drives and opening a new management training centre, fostering in-house mobility and making accident prevention the key to its system for ensuring the safety of its employees.

# PEOPLE, THE COMPANY'S MAJOR ASSET

## CONTENTS

Recruitment - p.14

Sharing knowledge - p.15

An international corporate culture - p.16

Risk prevention - p.18-19

# Recruitment

## THE WORKER HIRING CAMPAIGN IN FRANCE

On 1 September 2005, Eurovia launched a nationwide recruitment campaign in France. It was designed to enable the company to meet its need to take on an estimated 1,500 workers every year. The campaign, called "Eurovia is recruiting", was carried out by means of posters placed on the company's 3,500 vehicles. To coordinate job applications, a toll-free number was introduced. This ongoing responsive system offers job applicants the possibility of contacting the company directly. After a first telephone interview, each applicant is referred to one of the 200 operating centres closest to his or her home. The campaign is also being carried out in-house to encourage employees to suggest to their family and friends that they join Eurovia.



### • Hiring

As its activity increases steeply against a backdrop of a labour shortage in its sector, Eurovia recruited 4,036 young people under the age of 25 worldwide in 2005 to ensure that its expertise is passed on. Eurovia was represented at 50 job forums in France and abroad and it has also stepped up its relationships with schools, ranging from middle schools to higher education, organising open-house events and visits to worksites and production plants. Acting as a springboard for induction, 50% of

the 800 internships and senior theses carried out in the company result in an employment contract. Similarly, solutions are now being introduced to help the unemployed back into the workforce. On its major projects, especially its tramway worksites, Eurovia makes use of a large number of job-creation activities – *contrats de professionnalisation*, *contrats d'aide et de retour à l'emploi durable*, etc. – in partnership with local authorities and the government administration.



→ **8,237** people hired worldwide in 2005



# Sharing knowledge

## TRAINING

At the end of 2005, Eurovia opened a new training centre entirely dedicated to management in Bordeaux. Located adjacent to the research and development centre inaugurated in 2003, the competency centre is designed to provide over 120 management training sessions every year for management and worksite supervisory staff. Meanwhile the GIRF (*Groupement de l'Industrie Routière pour la Formation*) technical training centre in Gevrey Chambertin in central France continues to welcome skilled and unskilled workers for training in its 83 courses provided by in-house and outside instructors. This year, 21 interns earned road mason certificates, the equivalent of a French vocational school diploma, following a qualification training course.

### • Induction

In order to ensure success of those hired, Eurovia has set up an induction programme for new employees. It is based on mentoring, apprenticeship on the ground and regular training activities. The 130 young engineers hired in 2005, for example, began a specific three-year induction course that comprises safety training, technical training, worksite management and management training. Similar programmes to prepare young graduates for the job of foreman was designed in 2005 and the first courses will get under way in 2006.



### Mentoring

To induct young people starting out in the business and share the competencies of Eurovia's employees with them, mentoring was introduced in 2005. The management and worker mentors are in charge of facilitating exchanges with newly hired employees, boosting their motivation and giving them an understanding of the business. With the mentoring system, Eurovia aims to keep the young people within the company and make the most of the experience of its employees.

→ **592,727** hours of training were given in 2005 worldwide  
to **31,886** trainees

# An international corporate culture

## TRANSFERRING AND SHARING COMPETENCIES

Eurovia has nearly a century's worth of experience in road construction techniques, enhanced by the cultures of companies that have joined it in France and abroad. As an international company with operating entities strongly anchored in their local markets, it operates as a network in which each company has the benefit of the best technical and managerial competencies and exchanges of expertise are fostered. This cooperation generates new commercial outlets, as in the transfer from Spain to France of an *in situ* recycling technique that led to the marketing, in March, of the Recyclovia® process. In Central Europe, there have been many adaptations of product and process technologies, driven by an international working group made up of technicians. The Chilean subsidiary Bitumix carried out an exchange of employees with the French and Spanish subsidiaries to adapt the Group's technical and administrative tools. Last but not least, in 2005 Eurovia's international convention was devoted to a presentation of the best examples of competency sharing, as demonstrated by their effectiveness on the ground.

### • Mobility

Operating in 16 countries across a wide variety of business lines, Eurovia has what it takes to develop in-house mobility among its employees. Creating bridges among job specialities and countries, the mobility policy was deployed in 2004 and 2005 to offer those employees wishing to make career changes at home or abroad an opportunity to do so. Young international managers are offered a period of induction before taking up their assignments during which they take part in training courses for young engineers.

Worldwide, mobility contributes to fostering a genuinely international corporate culture that thrives on the experience of its subsidiaries and its people.

1,011 transfers and reassignments in 2005



#### • Gender equality and equal opportunities

The company's recruitment policy and the preference that is given to in-house promotion makes the most of each employee's motivation and specific skills. As a VINCI subsidiary, Eurovia follows the Group's overall goal of enhancing diversity by preventing workplace discrimination, especially in hiring and promotion, and by raising awareness of this priority among management, human resources staff and all employees. A reference document serves as the basis for common initiatives that are taken within VINCI companies. It was drafted by working groups set up to address four issues – gender equality; ethnic and cultural diversity in hiring and promotion; redeployment and hiring of disabled persons; and management of seniors.

# Risk prevention

## PROMOTING SAFETY

A variety of safety mobilisation drives were carried out within the company. The Eurovia safety challenge competition was set up to encourage good safety results within the agencies and it showed that over a given period of time, the “zero accident” goal is achievable. Since 2000, 14,484 louis d’or pieces were presented to employees winning the challenge. These results are encouraged and recognised by the road construction industry. In September, six Eurovia entities won awards in the Union des Syndicats de l’Industrie Routière Française safety competition for their best practices in the field of safety. The Fédération Nationale des Travaux Pubics also awarded first prize to Eurovia Picardy in the Innovative Techniques category for its Individual Protection Device, which protects people around worksite machinery.



**4** times fewer accidents among new employees over the last 3 years\*  
**27,5%** reduction in the work-related accident frequency rate over a period of two years

\* Employees with less than one year seniority within the company

### • Risk prevention

In 2005, 70,000 hours of training – i.e. 24% of the total hours of training provided – were devoted to accident prevention in France. The training aimed to raise awareness of work-related risks among people who may be exposed to them and at giving them tools to identify and prevent risks. As part of the programme, a series of teaching tools was introduced: Vigiroute® to reduce road traffic risk, deployed in 2002, reduced the number of accidents involving Eurovia employees by 23% by the end of 2005; the “Traffic Man” to guide truck drivers on all worksites

and the orientation procedure for all new employees were introduced in 2005. A network of Quality-Safety-Environment officers act as risk prevention leaders, disseminating the action plans set up by central services. In addition, every serious accident is reported in a safety bulletin posted in all agencies to provide all employees with feedback and discussed at the safety quarter-hour. Last but not least, these prevention activities are covered by a safety calendar which gives a monthly prevention message applying to a specific work situation.





• Orientation for new employees

Based on the observation that accidents are more frequent during the first year after hiring, Eurovia has set up a three-stage orientation procedure called “The First Day”. Before gaining access to the worksite, every newcomer watches a film that presents the general risks to which he or she will be exposed and receives advice from the person in charge of his or her orientation. The new employee’s knowledge is then tested by means of a safety test in which he or she must get a grade of 25/30 in order to begin work. The employee then receives a set of teaching tools including a safety booklet, prevention fact sheets, the VigiRoute® driver guide and a reminder for truck operators. At the end of 2005, 12,000 safety tests had been given to new and existing employees, who take the test to assess their strengths and weaknesses.





By designing roads and urban development, Eurovia builds infrastructures that become a lasting part of its environment. The company set out its environment policy in 2005. It focuses on three complementary goals: designing techniques and providing services that protect the environment; controlling the environmental impact of its activities; and promoting sustainable development and best environmental practices among all its employees. Rationalising the use of materials and energy resources and minimising the impact of its activities on the natural environment are the focus of its research and development programme and its improvement actions. During the year, Eurovia's environmental innovations received broad recognition from the public and from its customers: the company won the Grand Innovation Prize awarded by the Salon des Maires et des Collectivités Locales, the third innovation prize awarded by the Fédération Nationale des Travaux Publics and the Motorway Innovation Charter certificate for warm mix with Aspha-Min®; two prizes honoured best practices in the Sustainable Development competition organised by the Union Nationale des Producteurs de Granulats. The installation of Europe's first NOxer® pollution-reducing noise barriers was covered by a partnership and monitoring charter.

# PROTECTING THE NATURAL ENVIRONMENT, A CULTURE

## CONTENTS

Protecting the environment - p.22

Solutions to improve quality of life - p.24

Site redevelopment - p.25

# Protecting the environment

## RECYCLING RESOURCES AT THE WORKSITE

With growing materials scarcity, the ecological and economic costs of transport have prompted Eurovia to turn to pavement maintenance and refurbishment techniques that require few natural aggregates. In an effort to limit landfilling of waste while re-using resources available *in situ*, Eurovia launched Recyclovia® in 2005. This *in situ* pavement recycling process follows up the Recycan® process, a self-compacting backfill used in drainage projects which can also be produced at the worksite by a machine, which reduces truck traffic and the volume of excavated materials to be landfilled by 70%.

### • Eurovia, European leader in the production of recycled materials

With its 110 crushed concrete recycling facilities and over 4.2 million tonnes (Group share) marketed in four countries, Eurovia is both a player and a pioneer in this new source of supplies that complements its works projects, and it devises other alternatives as well. For example, in industrial by-product recycling, the company carried out 10 years of research and development on ways to recycle household waste bottom ash in road construction and received SETRA certification of three products in its Scormat® range in December under two departmental Innovation Charters. For several years, the products were successfully tested and monitored on several worksites by the Ponts et Chaussées laboratories.

Developed as part of a sustainable development approach to meet both environmental and geotechnical specifications, they help further the long-term development of a major recycling technique. The ability of these three Scormat® products to be integrated in the pavement structure has now been confirmed.

Meanwhile, Eurovia's three Paris area subsidiaries (DLB, MEL, SPL) specialising in the production of aggregates derived from recycled household waste bottom ash and crushed concrete received ISO 9001 certification for all their sites – numbering 15 – and, in a first in France for materials produced in this manner, they obtained the CE 2+ mark for their aggregates.





# 20%

of the asphalt mix produced in Eurovia's wholly-owned mix plants are made with milled reclaimed asphalt pavement.



## OPTIMISING MATERIALS SUPPLY

Eurovia is a French leader in aggregate transport by rail. The company strives to diversify its materials transport modes in order to cut road haulage. Its MRVM subsidiary, a Paris-region coating plant, carried out a railway refurbishment project to eliminate pollution and risk related to the transport of aggregates from the quarry to the coating plant. The Union Nationale des Producteurs de Granulats honoured this initiative by awarding the best health and safety practices prize to MRVM in its Sustainable Development competition.

On a larger scale, the creation of the AST platform in the port of Antwerp implements a strategy of broad-scale distribution of aggregates in Northern Europe, where there is a shortage of materials. Strategically located between the North Sea and the Rhine, it opens up a ship and rail route that can supply the Ruhr as well as the United Kingdom, the Benelux countries and Northern France.



### • High recycling rates

Having recently acquired a coating plant that can produce 300 tonnes of asphalt mix per hour and incorporate up to 50% recycled materials, Eurovia carried out a first project using the new capacity in September and October - the annual A10 motorway maintenance programme, in which it recycled nearly 30,000 tonnes of porous asphalt.

### • Warm mix with aspha-min®

In October 2000 Eurovia initiated research aimed at reducing asphalt mix production and laying temperature by over 30°C while maintaining workability, mechanical properties and service characteristics. The process makes it possible to significantly reduce gas emissions at the coating plant stack and to eliminate virtually all fumes and odours during pavement laying. It thus helps protect the environment, improves working conditions for asphalt mix teams and the surrounding community and makes it possible to rapidly re-open roads to traffic following completion of laying work.

# 50

In 2005, nearly 50 projects using warm mix with aspha-min® were carried out in France, Germany, Canada and the United States.



# Solutions to improve quality of life

## REDUCING AIR POLLUTION

Eurovia has made a commitment to combating air pollution caused by gas and dust emissions. This was put into practice in 2005 with the installation on the Paris ring road and in Lannion in Brittany of the first NOxer® pollution reducing noise barriers.


The innovative technique, which traps NOx gases emitted by vehicles, is being monitored in Brittany and first indications show a reduction of on-site pollution by 15 to 20%. Beyond that, in an endeavour to reduce emissions of volatile organic compounds (VOCs) in the bitumen fumes emitted by its asphalt mix production sites, Eurovia has devised a patented cold plasma fume treatment process which also reduces odours.



75%

of the Eurovia research budget is devoted to the environment

### • Deconstruction, European expertise



In order to limit environmental pollution and the time needed for demolition while maximising safety, Eurovia's specialised subsidiary Cardem has developed a high-reach excavator that is unique in Europe. Equipped with a mist generator to neutralise dust, the 41 metre high excavator was used for the first time in 2005 and will be used to deconstruct high-rise apartment buildings in urban renewal projects. In 2005, Eurovia worked on 263 deconstruction and remediation projects in France and in Germany.

# Site redevelopment

## QUARRY OPERATION CONSTRUCTIVE AND TEMPORARY

Following operation, alluvial and solid rock quarries are rehabilitated and often redeveloped as lakes and recreation facilities.

The redevelopment process starts during the site operating permit phase, supporting the policy of achieving full integration of the quarry into the economic and social environment in which it is to be opened and meeting the regional development criteria required by local authorities. Successful production site reconversions also facilitate acceptance of quarry extension projects by local authorities and the surrounding community.

**4,000**  
plants were replanted  
at the Baud site

### • “Area developer”

Eurovia’s subsidiary Carrières Bretagne Sud company has received the Best Environmental Practices prize in the Sustainable Development competition awarded by the Union Nationale des Producteurs de Granulats for its redevelopment of the Quinipily quarry near the western French city of Baud, which had been operational for nearly a century and was transformed into a natural area, with the creation of a lake in the former excavation and plantings.

The project is also noteworthy in that it involves a solid rock quarry opened over a century ago in particularly uneven terrain. It is now a benchmark not only for Eurovia but for the industry as a whole.



Eurovia's network of agencies and subsidiaries, with strong roots on their local markets, has developed a body of expertise and services related to road and transport infrastructure construction and urban development. Attentive to its customers and users, Eurovia uses methods on its projects that have proven themselves on a wide variety of projects around the world and that are matched to the specific features of each project. In this way it combines the diversity of its expertise with local service.

Through its organisation, Eurovia has capabilities enabling it to anticipate the requirements of the future in areas as diverse as changes in transport modes, risk prevention, comprehensive coverage of public and private sector projects, outsourced management and full-service maintenance of road networks. In 2005 Eurovia teams worked on 15 tramway construction projects in France, renovating city centres and high-profile squares in the process, from Nancy to Paris. The company also renewed and won major long-term maintenance contracts in the United Kingdom and carried out major motorway and airport projects in Europe and North America.

# AN ATTENTIVE COMPANY

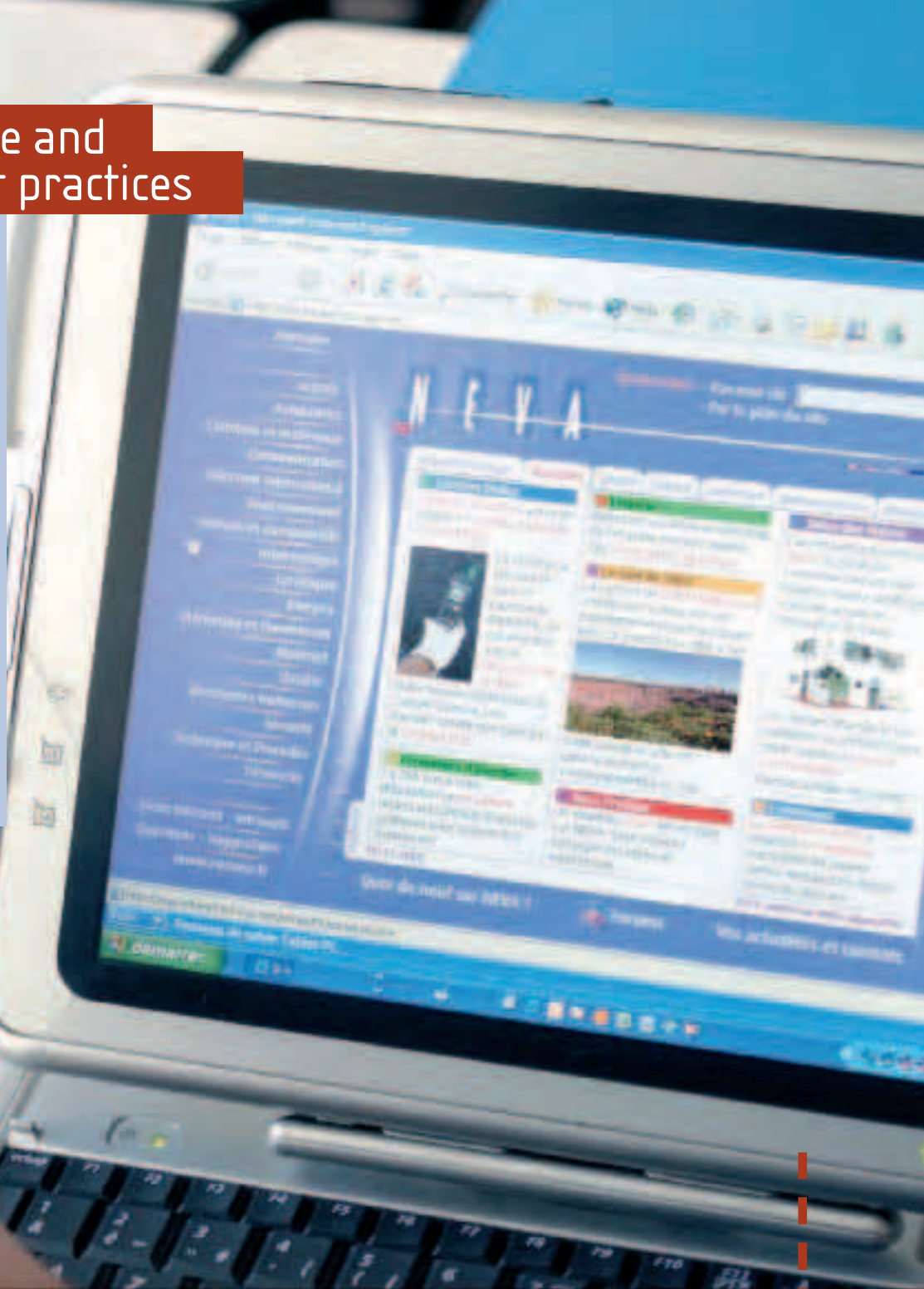
- C** Sharing knowledge and fostering best practices - p.28
- O** Shared management methods - p.29
- N** Innovation and globalisation of the offering - p.30
- T** Openness and consultation - p.31

Eurovia refurbished the pavement on the Place Stanislas, the 18th century architectural gem listed as a UNESCO World Heritage Site, and took part in producing the film *La Mémoire poétique* and the *Livre sous la Place* book describing this innovation, which was buried under the paving stones.

# Sharing knowledge and fostering best practices

## FEEDBACK

Knowledge sharing and promotion of best practices are major goals for an international company, and they are part and parcel of Eurovia's management system. In France, the network of Quality-Safety-Environment officers, backed by QSE leaders, was set up to facilitate feedback. Another key part of the information sharing system is the Eurovia intranet, NEVA, which won a prize in the E-learning and Knowledge management category in the *Cegos- Entreprise & Carrières- lesechos.fr* competition for its practical and effective implementation of knowledge and best practices sharing.



### • A global approach to serve the customer

Eurovia's ongoing goal is to improve its performance and the quality of the services offered to its customers. A large number of monitoring and analytical tools are shared over the intranet, providing assistance in improving the company's efficiency and effectiveness: management of discrepancies, assessment of customer satisfaction, improvement actions and feedback. Other, more operational, tools have also been developed, such as the "ARC"

worksite risk analysis tool that helps the manager on the ground identify the risks at a worksite and define appropriate ways to prevent them, and ARTEMIS, an environmental analysis tool which makes it possible to set priorities in the environmental measures to be taken. Overall, the number of recordings made with these tools increased by 80% from 2004 to 2005.

**12,000** employees have access to NEVA worldwide  
**15,000** NEVA connections daily

## PAPYRUS ROLLOUT

The Papyrus solution enables Eurovia's foremen to directly enter worksite data in the company's information system. This mobile communications tool enables foremen to be "in the office and on the worksite" simultaneously, so that they can optimise their working time and travel and have access to all the usual office tools – intranet, e-mail, worksite management software – directly on the ground. Papyrus has already been distributed to 2,500 foremen in France and 500 in Germany; other Central Europe subsidiaries will be equipped in 2006. This rollout is part of the global programme undertaken by Eurovia to accelerate information flows, knowledge sharing and managerial internationally.

## Shared management methods

→ 3,000

foremen are using Papyrus



### • A common language

In all activity sectors and for each functional position, Eurovia has introduced common project management tools and methods. The new global and international version of the Kheops upgradeable administrative system, initially designed and deployed in France under the name Khépra in 2001, was developed in 2004 and 2005 for rollout in 2006. It includes the company's full range of administrative – accounting, financial and managerial – procedures and data is entered in particular via the Papyrus system, which constitutes its extension on the worksite.

# Innovation and globalisation of the offering

## MEETING EXPECTATIONS

Attentive to the needs of its customers and to road users, Eurovia uses its R&D policy to drive development, offering a range of 60 products and processes together with their related road technique expertise, thus providing the full range of worksite capabilities. Eurovia's command of these products and processes has won it the confidence of its partners and customers, who entrust to it very large scale projects - in France, the construction of over 60 km of new pavements on the A89 motorway, the refurbishment of the A42 motorway and the redevelopment of the banks of the Rhône River in Lyons; in Central Europe, the construction of road and rail arteries such as the D1 in Slovakia, D8 and D47 motorways in the Czech Republic; in the United States, the design-build contract for the second instalment of the I-485 motorway – and technically sophisticated projects requiring expertise and adaptability, such as the renovation of the Place Charles de Gaulle in Paris and the Place Stanislas in Nancy.



→ **620,000** sq. metres of Viagrip®\* had been laid by the end of 2005

\* A high skid resistance surface dressing that improves road safety

### • New forms of contracts

Eurovia is taking part in the growing use of contracts that provide global offerings, such as public private partnership and performance-based contracts. Under these new contracts, the company makes a long-term commitment to a local authority or an administration, enabling Eurovia to promote the durability and reliability of its construction solutions and to manage roads and networks. In the United Kingdom, where these partnerships have existed for a number of years, Eurovia's subsidiary Ringway manages 50 such contracts, which account for 75% of its annual revenue.

### • Serving private-sector customers

Eurovia has developed a large number of solutions for industrial and retail sites that can be used for industrial and logistics facilities as well as for roads and car parks at retail outlets. Its design offices engineer these development sites according to the use to which they are to be put, employing conventional products like concrete and also, increasingly, the company's special products designed to accommodate heavy loads. Car parks for light vehicles also have the benefit of Eurovia's experience with cost-effective, high-performance solutions.





# Openness and consultation

## USER INFORMATION

Deploying related services constitutes a competitive advantage on major projects that impact a community or a transport artery during construction work. Eurovia meets the new expectations of local authorities by offering them communication services. For example, it won the call for tender for comprehensive refurbishment of four main boulevards in the centre of the northern French city of Calais by including a communications plan in the bid that comprises a website and information kiosks that can be used free of charge to track progress on construction work.

Over  
**4,000** people have visited the Bordeaux research and development centre since it was inaugurated in November 2003



### • Discovering worksites

Being attentive to all the stakeholders of a project is a major aspect of Eurovia's policy. It undertakes a dialogue with local residents from the very start of its projects. The company posts signs clearly indicating the agency responsible for its worksites and uses the Internet as a communication tool on its major projects, reaching out to the people affected by the worksite and its teams. A large number of worksite visits are now being organised for schools, local residents and future users and the idea is catching on with the public at large.

### • Consultations on quarry sites

Eurovia has signed the UNICEM Industry and Quarry Environment Charter, under which it undertakes to comply with the best practices included in the Référentiel de Progrès Environnemental standard. These included the organisation of 33 Local Consultation and Monitoring Commissions in 2005. The commissions bring together local residents, elected officials, associations, representatives of administrations and company representatives. Other meetings and open-house events provide an opportunity for all the stakeholders to establish a dialogue about the development of these areas.



## ADDRESSES

### France

<b>EUROVIA</b> 18, place de l'Europe 92565 Rueil-Malmaison cedex T/ +33 1 47 16 38 00 F/ +33 1 47 16 38 01	<b>EJL ILE-DE-FRANCE</b> 7, rue Gustave Eiffel - BP 82 91351 Grigny cedex T/ +33 1 69 02 23 46 F/ +33 1 69 25 92 09	<b>EUROVIA BRETAGNE</b> 45 rue du Manoir de Servigné CS 34344 35043 Rennes cedex T/ +33 2 99 14 04 24 F/ +33 2 99 14 04 20	<b>EUROVIA PACA</b> 140, rue Georges Claude BP 57 000 13792 Aix-en-Provence cedex 3 T/ +33 4 42 39 34 49 F/ +33 4 42 60 75 50	<b>EUROVIA CHAMPAGNE-ARDENNE</b> Rue Louis Freycinet - BP 6 10121 Saint-André-les-Vergers cedex T/ +33 3 25 79 90 19 F/ +33 3 25 78 07 37
<b>EUROVIA PICARDIE</b> Boulevard Henri Barbusse BP 10064 60777 Thourotte T/ +33 3 44 90 40 51 F/ +33 3 44 90 40 50	<b>EUROVIA FRANCILIENNE</b> Voie de Seine 5, rue Paul Painlevée Prolongée BP 5 94290 Villeneuve-le-Roi T/ +33 1 49 61 47 00 F/ +33 1 49 61 35 51	<b>EUROVIA CENTRE-LOIRE</b> ZI n° 2 - Rue Joseph Cugnot BP 30106 37301 Joué-les-Tours cedex T/ +33 2 47 78 15 30 F/ +33 2 47 78 15 39	<b>EUROVIA LANGUEDOC-ROUSSILLON</b> ZAE La Biste II 82, rue JB. Calvignac - BP 88 34671 Baillargues cedex 1 T/ +33 4 67 91 26 26 F/ +33 4 67 91 20 55	<b>EUROVIA ALSACE FRANCHE-COMTE</b> 84, rue de l'Oberharth 68027 Colmar T/ +33 3 89 22 38 22 F/ +33 3 89 22 38 23
<b>EUROVIA NORD PAS-DE-CALAIS</b> 18, rue Alfred de Vigny BP 618 59491 Villeneuve d'Ascq cedex T/ +33 3 20 66 83 83 F/ +33 3 20 66 83 84	<b>EUROVIA HAUTE-NORMANDIE</b> 6, rue du Champ des Bruyères BP 81 76802 Saint-Etienne-du-Rouvray cedex T/ +33 2 32 91 70 71 F/ +33 2 35 66 38 91	<b>EUROVIA MIDI-PYRENEES</b> 308, avenue des Etats Unis 31200 Toulouse T/ +33 5 62 72 72 73 F/ +33 5 61 13 22 90	<b>EJL MEDITERRANEE</b> Quartier La Salle 13320 Bouc Bel Air T/ +33 4 42 22 30 42 F/ +33 4 42 22 17 59	<b>EUROVIA LORRAINE</b> Voie Romaine - BP 739 57147 Woippy cedex T/ +33 3 87 51 12 13 F/ +33 3 87 51 10 20
<b>EJL NORD</b> ZI de Douai Dorignies 380, rue Jean Perrin BP 525 59505 Douai cedex T/ +33 3 27 99 16 66 F/ +33 3 27 99 16 67	<b>EUROVIA BASSE-NORMANDIE</b> Zone portuaire 14550 Blainville-sur-Orne T/ +33 2 31 35 76 28 F/ +33 2 31 72 54 42	<b>EUROVIA POITOU - CHARENTES - LIMOUSIN</b> BP 2044 79011 Niort cedex 09 T/ +33 5 49 25 99 00 F/ +33 5 49 25 99 09	<b>EUROVIA DROME - ARDECHE - LOIRE - AUVERGNE (DALA)</b> ZI Molina La Chazotte 8, rue du Puits Lacroix 42650 Saint-Jean Bonnefonds T/ +33 4 77 48 10 40 F/ +33 4 77 48 16 01	<b>EUROVIA BOURGOGNE</b> 134, avenue de la Gare 21220 Gevrey-Chambertin T/ +33 3 80 34 39 33 F/ +33 3 80 34 01 25
<b>EUROVIA ILE-DE-FRANCE</b> Rue Louis Lormand - BP 36 78320 La Verrière T/ +33 1 30 13 85 00 F/ +33 1 30 62 69 77	<b>EUROVIA PAYS-DE-LA-LOIRE</b> 5 bis, rue de Bel Air 44470 Carquefou T/ +33 2 51 85 27 01 F/ +33 2 51 85 27 10	<b>EUROVIA AQUITAINE</b> Domaine de Pelus Axis Business Park 18, avenue de Pythagore Bât.E - BP 90353 33694 Mérignac cedex T/ +33 5 57 92 89 40 F/ +33 5 57 92 89 59	<b>EUROVIA RHONE-ALPES</b> 6, rue du Dauphiné 69120 Vaulx-en-Velin T/ +33 4 72 71 22 66 F/ +33 4 72 72 03 80	<b>FRENCH OVERSEAS DEPARTMENTS AND TERRITORIES</b>

### International

<b>ALBANIA</b>  <b>Albavia</b> Rruga Pjeter Bogdani P39/1, Ap. 5/2 - Tirana T-F/ +355 42 577 67	<b>CZECH REPUBLIC</b>  <b>Stavby silnic a zeleznic (SSZ)</b> Národní Trída 10 113 19 Praha 1 T/ +420 2 24 95 20 21 F/ +420 2 24 93 35 51	<b>ITALY</b>  <b>BATEC</b> Strada Cipata, 118 46038 Mantrova T/ +39 0376 378 412 F/ +39 0376 378 263	<b>SPAIN</b>  <b>Probisa Tecnología y Construcción, S.A.</b> Poligono Industrial "Las Arenas" Calle Ronda n°9 28320 Pinto - Madrid T/ +34 91 692 70 62 F/ +34 91 691 05 00	<b>Caraim - Moter</b> ZI de la Lézarde Voie N°2 - BP 435 97292 Le Lamentin Cedex 02 Martinique T/ +33 5 96 51 69 55 F/ +33 5 96 51 53 74
<b>BELGIUM</b>  <b>Eurovia Belgique</b> Avenue Adolphe Wansart, 12 1180 UCCLE T/ +32 2 370 64 50 F/ +32 2 370 64 59	<b>GERMANY</b>  <b>Eurovia Teerbau GmbH</b> Rheinbabenstr. 75 D-46240 Bottrop T/ +49 2041 792-301 F/ +49 2041 792-304	<b>LITHUANIA</b>  <b>Eurovia Lietuva</b> Liepkalnio 85 2033 Vilnius T/ +37 05 215 20 50 F/ +37 05 215 21 41	<b>UNITED KINGDOM</b>  <b>Ringway Group Ltd</b> Albion House Springfield Road - Horsham West Sussex RH12 2RW T/ +44 1 403 215 800 F/ +44 1 403 215 805	<b>Jean Lefebvre Pacifique</b> BP 320 - ZI de Ducos 98845 Nouméa cedex Nouvelle-Calédonie T/ +687 24 28 20 F/ +687 24 28 24
<b>CANADA</b>  <b>Construction DJL inc.</b> 1550, rue Ampère Bureau 200 Boucherville Longueuil (Québec) J4B 7L4 T/ +1 450 641 80 00 F/ +1 450 655 12 01	<b>Eurovia Industrie GmbH</b> Rheinbabenstr. 75 D-46240 Bottrop T/ +49 2041 792-301 F/ +49 2041 792-304	<b>POLAND</b>  <b>Eurovia Polska</b> Ul. Sosnowiecka 11 41-400 Myslowice T/ +48 32 31 83 500 F/ +48 32 31 83 501	<b>UNITED STATES</b>  <b>Hubbard Group</b> 1936 Lee Road, Winter Park, Floride 32789 T/ +1 407 645 55 00 F/ +1 407 623 39 85 Adresse postale : PO BOX 547 217 - Orlando FL 32 854 (USA)	<b>Jean Lefebvre Polynésie</b> Zone industrielle de la Punaruu Bloc Socredo - P 380 622 - Tamanu Punaauia - Tahiti T/ +689 42 09 46 F/ +689 41 07 72
<b>CHILE</b>  <b>Constructora de pavimentos Asfálticos Bitumix Limitada</b> Los tres Antonios 3172 Macul, Santiago T/ +56 2 680 30 00 F/ +56 2 238 03 16	<b>Eurovia Verkehrsbau Union GmbH</b> Str. 13 Nr 11 D-12681 Berlin T/ +49 30 54 684-201 F/ +49 30 54 684-809	<b>SLOVAKIA</b>  <b>Eurovia Cesty</b> Pri Trati C25 820 106 Bratislava T/ +421 2 402 037 10 F/ +421 2 456 442 37		

**Design and layout:** Bureau de Création 01 47 03 09 11

**Photo credits:** Can Am Production, Christophe Doucet, Cyrille Dupont, DR, Axel Heise, Photothèque Eurovia, Thierry Duvivier, Véronique Paul, Francis Vigouroux.

## **EUROVIA**

18, place de l'Europe  
92565 Reuil-Malmaison cedex  
T/ +33 1 47 16 38 00  
F/ +33 1 47 16 38 01

[www.eurovia.fr](http://www.eurovia.fr)  
[www.eurovia.com](http://www.eurovia.com)



**EUROVIA**

A subsidiary of **VINCI** 