



Activity
Report
2009

Tricouche® is applied to upgrade highway RN7 north of Roanne in France.



Profile

Eurovia is a world leader in transport infrastructure and urban development. The Company generates 90% of its revenues in Europe, mainly in France, Germany, the United Kingdom, and central European countries. Eurovia is also well-positioned in the United States, Canada, and Chile. With close to 41,500 employees, a network of 300 works divisions and subsidiaries, and 870 industrial production sites, Eurovia provides an integrated set of expert, state-of-the-art services in three business lines: transport infrastructure and urban development; materials production; and maintenance and services. Through its policy of innovation designed to promote environmentally friendly solutions and infrastructure security, Eurovia pursues sustainable development as a strategic core objective.

€8 billion
revenue

41,500
employees

35,000
worksites a year

Business lines

Transport infrastructure and urban development

Eurovia builds road, highway, airport, rail, and light-rail infrastructure as well as industrial and commercial facilities. In addition, Eurovia possesses expertise in transport-related urban development, including urban renewal, road markings and signs, the preservation of living environment, and environmental protection.

Materials production

Eurovia operates a network of quarries, recycling facilities (that re-use construction waste products and incinerator ash), binder plants, asphalt-production units, and industrial sites that produce road equipment (road markings, precast concrete, and noise barriers). In addition to contributing to Eurovia's growth and operating results, these activities bolster the Company's vertical integration strategy, ensuring a continuous supply line for its worksites.

2

Maintenance and services

Eurovia provides overall maintenance services for road, highway, and rail networks as well as urban transport infrastructure, including network management, power supply, winterizing strategies, emergency situations, and temporary markings and signs. Eurovia also provides pre-implementation services, including design and coordination, expert consulting services, and technical support.

300

works divisions
and subsidiaries

870

industrial
production sites

300 quarries

45 binder plants

400 asphalt-production
plants

110 recycling units
and sites

15 road equipment
production plants

Rhôneexpress, which links central Lyons to Lyon-Saint-Exupéry airport in France.



The Eurovia logo

Eurovia's visual brand is undergoing a renewal. The result will be a simplified logo that will be used across all Company operations, from London to Vilnius to Orlando. It's an opportunity for Hubbard Group to change its traditional colours for Eurovia's red-and-blue.

**In addition:**

As part of the A13 widening scheme, from A86 at Vaucresson (92) to A12 at Rocquencourt (78), a consortium of seven Eurovia divisions is building the A13-RN186 interchange and related works.

France: extending light-rail transit in Marseilles

Eurovia and ETF-Eurovia Travaux Ferroviaires launch a project designed to extend Line 2 of the light-rail transit system in Marseilles, between Gantès station and the new Arenc station. The project includes infrastructure works, installation of tracks and the overhead contact system, implementation of a management system, power supply (strong and weak current), a public lighting system, and related urban development.

**In addition:**

In Lyons, Eurovia is carrying out a project designed to extend cours Bayard, a thoroughway crossing the new Confluence neighbourhood, and to upgrade the promenade at quai Rambaud.

France: a 140-m-long train at Européenne de Travaux Ferroviaires

Européenne de Travaux Ferroviaires, a subsidiary of ETF-Eurovia Travaux Ferroviaires, acquires a new P95 train. Two years are required to build this type of train. This track-renewal train, equipped with leading-edge technology, can replace sleepers, rails, and ballast in a single continuous process.

**In addition:**

BA Blacktop, located in Vancouver, Canada, which specializes in roadway infrastructure, and Han Group, based in Romania and specializing in asphalt coatings, join Eurovia. Teams from Han Group provided support to teams from Viarom at the Fantanele wind farm worksite in Romania.

04 | APRIL

Czech Republic: cut-and-cover for Prague-Strahov

Eurovia CS, in consortium, is awarded the second phase of the cut-and-cover project in the Strahov neighbourhood of Prague. In all, 35,000 m² of roads will be built or repaired, light-rail lines upgraded, and a public park refurbished. The project has a timeline of just under 4 years and will be completed in December 2012.



In addition:

On April 20, following 24 months of work carried out by Eurovia, Line 4 of the Lyons light-rail transit system enters into service. Concurrently, Eurovia launches construction of the first light-rail line in Angers which will enter into service in September 2011.

05 | MAY

Eurovia holds its International Safety Day

On May 26, all Eurovia employees from around the world take part in the Company's International Safety Day. The purpose of the event is shared by all: to achieve our objective of zero accidents, our behaviour must change. Through several safety-oriented modules and a film titled The Days After, which reviews the causes and consequences of workplace accidents, employees are encouraged to reflect on risky behaviour at work and how to change it.



In addition:

In early May in Boxberg in Germany, Eurovia Beton demolishes three industrial smokestacks: two by implosion and one by dismantling.

06 | JUNE

France: entry into service of the first section of duplex A86

On June 26, the first segment of duplex A86, connecting Rueil-Malmaison (92) to the A13 motorway, is opened to traffic. In consortium, EIJL Ile-de-France paved the segment using a clear asphalt mix and poured 12,000 m² of NOxer® coating at the Rueil-Malmaison and Vaucresson toll areas. A few months later, the Colbert toll area (5,900 m²) is also paved using NOxer® GTU installed horizontal road markings and Sept Résine supplied and implemented slurry surfacing for NOxer®.



In addition:

Route des Tamarins, on Reunion Island, is inaugurated. The team assigned to the site carried out the joint sealing of the engineering structures on this expressway using a new formula specially developed for the project by the Eurovia research centre known as Orthoplast® H. The new process garnered a Grand Prize at the VINCI Innovation Awards (international region).

Germany: entry into service of the Nuthetal motorway triangle

On July 8, the Nuthetal motorway triangle, located in southwest Berlin, enters into service after two and a half years of construction work and one year ahead of schedule. Eurovia VBU and Eurovia Beton took part in this project that included demolition of the old motorway, earthworks (550,000 m³), construction of an 11.8-km road segment (2.2 km bitumen; 9.6 km concrete) and 5 engineering structures.



In addition:

Since the month of March, teams from JL Polynésie have been working to upgrade the Taharaa Pass, including converting a 2.5-km road into a dual 2-lane carriageway and building two roundabouts. In addition, Eurovia acquires two quarries from Lasbeck in Germany.

Canada: three million square metres of road upgrades

Construction DJL obtains two road-maintenance contracts in New Brunswick totalling nearly three million m² of road surface, roughly the equivalent of 700 km. Both projects, resulting from public-private partnerships, call for repairs of different sections of Highway 2 using cold-mix asphalt. The 3,000 tonnes of emulsions needed for the project, required 60 days of production from the Carignan plant in the province of Quebec, located 850 km from the worksite.



In addition:

Hubbard continues to upgrade and widen highway I-10 in Jacksonville in Florida from a four to a six-lane configuration over a 13-km stretch. The project also calls for the widening of two bridges and reconstruction of a third bridge. In Slovakia, work begins on the R1 expressway.

United States: Hubbard Construction and the US 19 project

Hubbard Construction is awarded the US 19 project (a build-finance mandate) in Clearwater, Florida. The project calls for the conversion of a 4.1-km section of a six-lane urban road into a dual 3-lane flyover and includes the building of five bridges as well as north and southbound 2-lane access roads. Florida's Department of Transportation will finance 80% of the project; and Hubbard the remaining 20%. This is Hubbard Construction's largest contract to date and the first of its kind awarded to Eurovia.



In addition:

A consortium including ETF-Eurovia Travaux Ferroviaires is awarded a contract to install 14 km of underground tracks for the Cairo subway system and an electric power supply line. Entry into service is set for October 2013.

10 | OCTOBER

Poland: expressway for Euro 2012

On October 30, a consortium consisting of Eurovia Polska (lead contractor) and Eurovia CS signs a contract for the construction a 20-km section of expressway S5 linking Poznan to Gniezno in west-central Poland. Carried out for the country's ministry of infrastructure, the project is part of a construction program comprising 1,100 km of highways and 2,101 km of additional expressways in connection with the Euro 2012 football tournament. The 31-month project calls for over 2 million m³ of earthworks, the building of 24 engineering structures, and the use of 500,000 tonnes of gravel and 420,000 tonnes of asphalt coating.



In addition:

The consortium led by Eurovia begins work designed to upgrade a 60-km segment of A-Modell A5 from Malsch to Offenburg in Germany. The project will require five years to complete.

11 | NOVEMBER

Eurovia wins 5 of 9 workplace safety prizes awarded by USIRF

Five divisions were recognized for their good practices with regard to safety, winning over half of the prizes awarded by the Union des syndicats de l'industrie routière française (France's road industry association). Four divisions earned a special prize in their category (defined by company size) and one division won the grand prize for the quality of its management system and implementation of safety tools.



In addition:

As part of its diversification strategy, Signature, in partnership with Windela, has developed the Fujin® lamppost, a self-reliant wind-powered streetlight. The first lampposts of this type have been installed in the Drôme and Ille-et-Vilaine regions.

12 | DECEMBER

Rexovia®+ and the innovative roadway charter

Rexovia®+, an asphalt mix for toll stations, was the subject of an innovative roadway charter signed in 1999 by France's roads department, the ASFA (France's motorway industry association), ASF, AREA and Eurovia. On December 21, experimental work on Rexovia®+ obtains corroboration as the product is awarded certification by SETRA (a French government technical agency that oversees road, transportation, and urban infrastructure). Results were conclusive with regard to the stated objectives of providing resistance to rutting and hydrocarbons at toll stations subjected to intensive heavy-vehicle traffic.



In addition:

In France, Eurovia performs 3D planing of a 6.5-km segment of highway A20 based on a virtual model created from ground surveys.



(L. to R.) Patrick Jutier, Guy Vacher, Dominique Collomp, Jacques Tavernier, Jean-Louis Marchand, Claude Lascols, Daniel Calinaud.

Executive Committee

Jacques Tavernier

Chairman and CEO

Jean-Louis Marchand

*Secretary General
Deputy Managing Director
Operations Director for North America*

Guy Vacher

*Deputy Managing Director
Operations Director for France
and Belgium, Railway Works,
and Specialized Subsidiaries*

Dominique Collomp

*Director
Operations Director for Germany
and Central Europe*

Daniel Calinaud

*Director of Public-Private Partnership
Projects, Quality-Prevention-
Environmental Protection,
and Purchasing
Operations Director for Spain
and Pacific region*

Patrick Jutier

Chief Financial Officer

Claude Lascols

Human Resources Director

Despite the global economic crisis and its adverse effect on most of Eurovia's markets, the Company achieved good results in 2009.

With a slight decrease of 2.1% in sales to €8,003 M and operating margins of 4%, Eurovia ended the year with a net profit of €205 M, virtually equal to results achieved in 2008.

This remarkable performance testifies to the resilience of Eurovia's business model, built on the strategic diversification of its business lines and geographical locations. Our extensive international presence has allowed us to offset downturns in France and the United Kingdom with significant growth in Canada, the Czech Republic, Poland, Germany, and even Spain. Economic stimulus plans, particularly in France, led to renewed activity in the latter half of the year.

Eurovia's organizational and management model, which prioritizes the rigorous scrutiny and day-by-day monitoring of worksites and the establishment of a firm footing in target markets in close proximity to clients, has shown itself to be extremely effective and responsive in times of crisis. The model, which calls for careful project selection, investment and general cost controls, and attention to cash flow planning and payment terms, has certainly paid off.

Above all, our positive performance is due to the commitment of our 41,500 employees, who have devoted their skills, creativity, and diligence to serving our clients, meeting deadlines, staying within budgets, and

achieving quality objectives.

In addition to our financial performance, 2009 was also a year of achievement in other areas:

→ Acquisition of three companies: BA Blacktop in Canada; Han in Romania; and a large quarry operations in Germany, in accordance with our development strategy

→ Successful integration of ETF-Eurovia Travaux Ferroviaires, which operates in the promising markets of high-speed rail, railway upgrades, and light-rail systems

→ Partnership with VINCI Concessions on major public-private partnership (PPP) projects: the A5 motorway in Germany (€340 M) and the R1 motorway in Slovakia (€900 M)

→ Innovative products such as Rexovia® and processes such as Tempera® that promote sustainable development and safety

→ Our International Safety Day, which mobilized all of our employees around the world to provide a better understanding of risk behaviour at work and share preventive practices

Given the global economic turmoil that continues to affect national governments and local communities (our major clients), 2010 appears to be full of uncertainty. Consequently, we need to remain vigilant without sacrificing our confidence in the future or our composure. The things that allowed Eurovia to withstand difficulties in 2009 will stand

us in good stead in 2010. Accordingly, we will sustain our productivity-enhancement and targeted development strategies, such as the acquisition of Tarmac quarries in France, Poland, Germany, and the Czech Republic. These acquisitions will increase our aggregate-production capacity by 40%, enhance vertical integration between quarries and worksites, and position us as a leader in this area in Europe.

In 2010, we will: stay true to our values of responsibility, solidarity, customer service, and innovation; continue to hire and train promising talent; maintain rigorous management practices; foster sustainable development; and continue to promote safety, with zero accidents as our first priority and ultimate goal.

These are the keys to success in 2010. As world economic conditions improve, the recovery will no doubt spur new orders from clients and create new market opportunities, to which we must be well-prepared to respond.

This is a challenge that Eurovia's employees are already working to meet – with success.

Jacques Tavernier

Chairman and Chief Executive Officer

Strategic Orientation Committee

Executive Committee

(see opposite)

Henri Albert

Delegation Director, South-East France

Christian Antoine

(until March 31, 2010)

Delegation Director, North-East France

Uwe Arand

Executive Director, Eurovia activities in Germany

Philippe Berthoux

Delegation Director, Centre-West France

Martin Borovka

Chief Executive Officer, Eurovia CS

Jean-Claude Chambard

Delegation Director, Ile-de-France/ Haute-Normandie in France

Jean-Luc Dewanckel

(Starting March 1, 2010)

Delegation Director, Eastern France

Michel Ducasse

Director, Technical Resources

Jean-Yves Guillard

Delegation Director, South-West France

Jonas Högborg

Chief Executive Officer, Eurovia Polska

Sabrina Loucatel

Director, Communications

Carlos Ortiz Quintana

Chief Executive Officer, Provisa

Jean-Pierre Paseri

Delegation Director, Railway Works and Specialized Subsidiaries

Jean-Pierre Rodoz

(Starting March 1, 2010)

Delegation Director, Northern France and Belgium

Patrick Sulliot

Delegation Deputy Director, United Kingdom

Jean-Noël Velly

Delegation Director, North America

Max von Devivere

Director, Development

Scott Wardrop

Delegation Director, United Kingdom

Belgium
Czech Republic
Croatia
France
Germany
Greece
Lithuania



Luxembourg
Poland
Romania
Slovakia
Spain
Turkey
United Kingdom

Canada
Chile
Martinique
United States



French Polynesia
New Caledonia



Eurovia around the world

In 2009, despite the downturn in most of its markets, Eurovia was able to maintain its revenues and profitability at a stable level. The Company's performance on the global stage, particularly in central Europe, has offset the contraction of activity in France, which was somewhat below expectations.

Activities in 2009

At roughly €8,003 million, Eurovia's revenues in 2009 were comparable to those of 2008. The Company's operating margin stood at 4%, that is, a 0.2-point drop from the previous year. These performance indicators testify to the resilience of Eurovia's business model, which is based on market and business line diversification. Contraction in the road/public works sector in France was partly offset by an increase in activity internationally (up 2.6%) and diversification in the rail infrastructure sector. In addition, Eurovia Infra took part in major public-private partnership projects with VINCI Concessions (R1, A5, Moscow, Saint-Petersburg).

Acquisitions

ETF-Eurovia Travaux Ferroviaires (formerly Vossloh Infrastructures Services, acquired in late 2008) has enabled Eurovia to widen its range of expertise, offer increasingly integrated services, and complete initial projects in tandem with divisions in the French network. This is a particularly promising market in France, where the government's environmental policy has

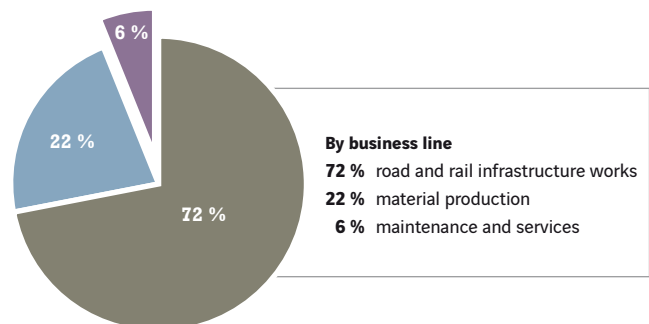
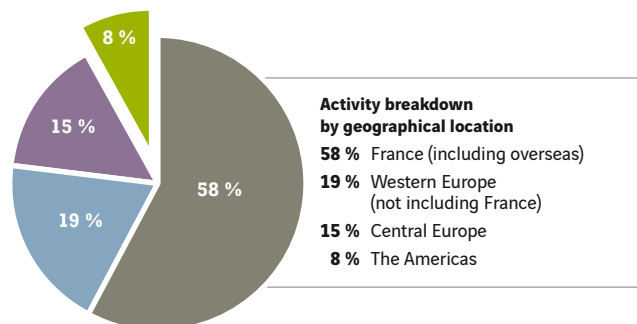
called for the construction of 2,000 km of high-speed rail links and 1,500 km light-rail lines by the year 2020. The strength of Eurovia's business model also lies in the diversity of the Company's contracts, ranging from major highway projects to multiple medium-sized worksites in urban settings, and in the Company's management philosophy which privileges responsiveness to client needs and evolving conditions at a local level.

The Eurovia 2012 strategic plan, deployed in 2009, prioritizes local responsiveness and encourages all works divisions in France to develop this asset as a means of improving their operating performance and sustain their competitive edge. In 2010, the Company's strategic plan is being applied to quarries. Eurovia has finalized efforts to regroup within its subsidiary, Eurovia Stone, all wholly owned or partly owned production sites. The Company's European network has expanded, particularly with the acquisition of the Lasbeck quarry (North Rhine-Westphalia). In addition, in early February 2010, Eurovia came to an agreement with Tarmac (a subsidiary of

mining group Anglo American plc) to acquire its quarries in France, Germany, Poland, and the Czech Republic. Purchased assets include about a hundred hard-rock, sand, and gravel extraction sites, representing an annual production capacity of about 27 million tonnes. The transaction has been submitted for review to the appropriate competition authorities.

Innovation

Eurovia has also continued to pursue an innovation policy focused on developing products and processes that provide environmental added value. Accordingly, the Company is making increasing use of warm-mix solutions (the Tempera® product line), onsite pavement re-use techniques (Recycloviva® processes), and recycling asphalt milling residue (Recyvia®). In addition, Eurovia has begun to implement Ecolvia®, an asphaltic concrete manufactured cold without flux, and Fujin®, a self-reliant wind-powered streetlight system developed by Signature, its subsidiary specializing in road markings and signs.





France

Eurovia entities in France were impacted by the economic crisis and unfavourable weather conditions in early 2009. There was a reversal in this trend, however, starting in June.

Eurovia's large volume of contracts (about 22,000 per year) and diversified operations contributed to maintaining the Company's level of activity.

Targeted economic stimulus plans for local communities spurred the launch of multiple worksites in France, especially at the commune level. In this context, and given the sharp drop in the price of materials, especially bitumen, revenues decreased by 5.4% to €4,640 million.

In the area of road infrastructure works, major projects were undertaken for VINCI Autoroutes, including construction of the A19 from Artenay to Courtenay and the A86 duplex in Ile-de-France, expansion of the A63, upgrade of the A8, A51, and A10 roadways, connection of the A7-A9 and A20, and extension of the A89 toward Lyons (which was assigned late in the year to a joint Eurovia-VINCI Construction team). Eurovia also completed mandates for other highway operators (A65, A36, A13) and carried out work on several national and departmental roads and urban by-passes in France and in French overseas territories (the Taharaa Pass in Tahiti in French Polynesia and joint sealing of the Grand Ravine viaduct on Reunion Island).

Eurovia divisions took part in multiple urban development schemes, including upgrades to Charles-de-Gaulle square (place de l'Etoile) and walkways of the Champs-Élysées in Paris, road and drainage works at the Citadelle in Lille, repairs to allées Jean-Jaurès in Nîmes, development of the new Malakoff neighbourhood in Nantes, and works at the

Duchère integrated development zone in Lyons. Eurovia also took an active part in the development of sports infrastructure, including the MMArena in Le Mans (built and operated in concession by VINCI), the Quimper velodrome, the Chambley en Meurthe-et-Moselle car race track, and the Grand Parquet hippodrome in Fontainebleau.

Eurovia has demonstrated its strength in the mass transit market (dedicated lane systems). The Company took part in light-rail projects in Ile-de-France, Marseilles, Angers, and Lyons. Eurovia is also participating in a project in Lyons to extend trolleybus lines and build the Rhônexpress downtown-airport link. In Brest, Eurovia secured several mandates in tandem with ETF-Eurovia Travaux Ferroviaires for the construction of the first light-rail line. The Company's involvement in the rail infrastructure industry has also increased thanks to two high-speed rail projects. The first project involves building a high-speed network at a major worksite, the eastern branch of the LGV Rhine-Rhône railway line. The second project involves upgrading rail lines, starting with existing LGV systems (Paris-Lyons) and the Midi-Pyrénées rail system.

Eurovia has pursued its integration of companies operating under the Signature brand (acquired in 2008), which specializes in road signs (including ground markings, road and highway panels, urban development services). Under its new management structure, this subsidiary has achieved revenues of €140 million.

Western Europe

In **Germany**, revenues were up by 6.9% to €820 million, despite the global financial

turmoil and an extremely competitive environment. Two major projects complemented Eurovia's usual activities: final infrastructure works at Berlin-Schönefeld Airport; and a segment of highway A4 in Thüringen, a mandate entrusted to VINCI Concessions and Hochtief Solutions as part of the A-Modell program. Just as this project is set for completion in 2010, another – A5, also part of the same program entrusted in consortium to VINCI Concessions – is set to start. Other A-Modell projects, for which VINCI is competing, may sustain our level of activity in the years ahead. In addition, the first significant effects of the economic stimulus plans launched by federal authorities should be felt in the year ahead.

In the **United Kingdom**, Ringway's activities – services (which account for two-thirds of operations) and roadwork – allowed the British entity to limit contraction of its revenues to 14.6%, resulting in €495 million, in a market severely impacted by the global economic crisis. In preparation for another decrease in activity in 2010 due to the non-renewal of two contracts, an adjustment plan has been implemented. In all, Ringway manages some 60 multi-year contracts for road network maintenance for various counties, districts, and large urban centres in the U.K.

In **Spain**, the 2008 stimulus plan has had the desired effect, with revenues growing by 5.2% to €148 million, confirming the turnaround of local subsidiaries. The Company's activities are mainly focused in Andalusia, Galicia, and in and around Madrid.



Highway A4 worksite
in Germany.

Central Europe

In the **Czech Republic** and in **Slovakia**, where major infrastructure upgrade programs have been launched in recent years with the support of the European Union, revenues stayed high at €930 million. The year was marked by a high level of activity and a record number of orders. In the Czech Republic, Eurovia CS launched the cut-and-cover project at Strahov, reconstruction of Strelnicna Street in Prague, and works involving highway R6, road I/11, the Vamberk city by-pass, and the Votice-Benesov rail corridor. In Slovakia, work has continued on highway D1 and the Zilina Teplicka railway hub. A major worksite for the construction of expressway R1 (52 km in a dual 2-lane configuration), undertaken as a public-private partnership by VINCI, was launched for close to €900 million.

In **Poland**, Eurovia continued its strong surge, with revenues up 60% to €159 million, through exclusively organic growth. The market in Poland is supported by programs co-funded by the European Union. The Company is present throughout the Polish market and possesses a strong network of new asphalt production plants; as a result, it can respond to most major project orders, including civil engineering mandates in

conjunction with Warbud (VINCI Construction international subsidiary). The two partners are completing a section of expressway S7 connecting Gdansk to Warsaw. They have also obtained a contract to build a segment of expressway S5 between Poznan and Gniezno.

On **other central European markets**, where Eurovia has limited presence with total revenues of €78 million, there was a downturn in activity in Croatia and, especially, in Lithuania. In Romania, Eurovia bolstered its presence in and around Bucharest. The year was marked by a contract for the construction of a 139-unit wind farm close to the Black Sea. With a mandate to conduct site-access work and civil engineering, Eurovia is partnering this project with Menard, a subsidiary of VINCI Construction that specializes in soil improvement.

The Americas

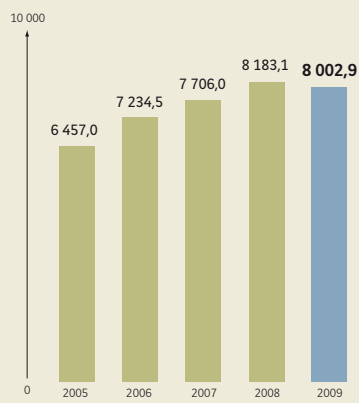
In the **United States**, where Eurovia is present in Florida and in North Carolina, the Company's subsidiaries sustained their revenues (€303 million) and profitability. These markets had been severely impacted by the economic crisis, and stimulus plans had not yet produced their beneficial effect. In Florida, Hubbard launched the worksite designed to widen highway I-10 and landed

its largest contract ever (\$110 million) for the US19 project at Clearwater. In North Carolina, Blythe undertook the design & build widening scheme for Martin Luther King Boulevard in Monroe and installed 2,600 concrete blocks at Charlotte-Douglas International Airport designed to prevent airplanes from over-running the runway.

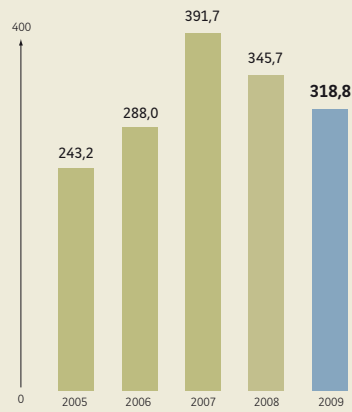
In **Canada**, revenues for Eurovia Canada increased by 30.7%, due to organic and external growth. The acquisition of BA Blacktop, in Vancouver, extends Eurovia's presence into Western Canada and consolidates its industrial capacity. In its traditional market in Québec, DJL completed a section of highway 50 connecting Gatineau to Montréal. DJL was also entrusted with repaving several segments of highway 2, which crosses the province of New Brunswick.

In **Chile**, following six years of sustained growth and in a year marked by an election, revenues decreased by 21.3%, but profitability remained strong. In the future, the planned development of public-private partnerships applied to road network maintenance mandates should contribute to sustaining the Company's level of activity.

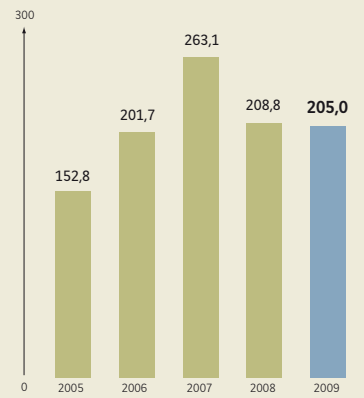
> EUROVIA GROUP <
FIVE-YEAR PERFORMANCE
in € millions



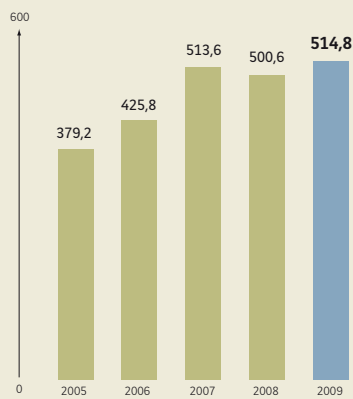
REVENUE



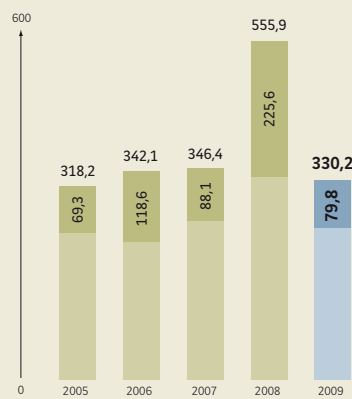
OPERATING PROFIT FROM
ORDINARY ACTIVITY



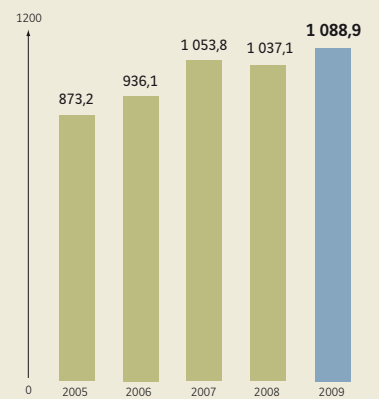
NET PROFIT
(group share after tax)



CASH FLOW FROM OPERATIONS



INVESTMENTS
(including financial investments)



CAPITAL

> RESTATED CONSOLIDATED FINANCIAL STATEMENTS <
Consolidated income statement

(in € thousands)	2009	2008
REVENUE	8 002 925	8 183 086
Revenue from ancillary activities	62 495	57 215
Operating expenses	(7 746 576)	(7 894 645)
OPERATING PROFIT FROM ORDINARY ACTIVITIES	318 844	345 656
Share-based payment expenses	(13 954)	(23 225)
Goodwill impairment expenses	(4 921)	(20 113)
Share of profit/loss of associates	6 146	5 282
OPERATING PROFIT	306 116	307 600
Cost of gross financial debt	(7 938)	(10 576)
Financial income from cash management investments	7 425	15 433
Income (cost) of net financial debt	(513)	4 857
Other financial income	17 701	25 120
Other financial expenses	(31 653)	(24 221)
Income tax expense	(81 954)	(102 162)
NET PROFIT FOR THE YEAR	209 696	211 194
Including attributable to minority interests	4 666	2 382
NET PROFIT ATTRIBUTABLE TO GROUP HOLDERS	205 030	208 812

> RESTATED CONSOLIDATED FINANCIAL STATEMENTS <
Consolated income statement

ASSETS (in € thousands)	2009	2008
NON-CURRENT ASSETS		
Goodwill	220 735	197 403
Intangible fixed assets	72 622	82 270
Tangible assets	1 189 049	1 175 937
Investment properties	7 754	8 019
Investment in associates	99 431	94 010
Other non-current financial assets	81 682	80 582
Non-current derivative financial instruments	449	155
Deferred tax assets	72 711	63 930
TOTAL NON-CURRENT ASSETS	1 744 433	1 702 306
CURRENT ASSETS		
Inventories and work in progress	160 507	152 352
Trade and other operating receivables	2 216 352	2 325 923
Other current assets	32 519	18 398
Current tax assets	38 051	53 559
Current derivative financial instruments	716	3 038
Financial cash management assets	529 165	377 031
Cash and cash equivalents	344 477	243 073
TOTAL CURRENT ASSETS	3 321 787	3 173 374
TOTAL ASSETS	5 066 220	4 875 680

EQUITY AND LIABILITIES (in € thousands)	2009	2008
EQUITY		
Share capital	366 400	366 400
Share premium	19 934	19 934
Consolidated reserves	438 643	382 760
Currency translation reserves	17 291	549
Net profit for the period attributable to group holders	205 030	208 812
EQUITY ATTRIBUTABLE TO GROUP HOLDERS	1 047 298	978 455
Minority interest	41 666	58 614
TOTAL EQUITY	1 088 964	1 037 069
NON-CURRENT LIABILITIES		
Provisions for employee benefits	160 049	149 198
Non-current provisions	26 519	27 015
Other loans and borrowings	316 617	164 093
Non-current derivative financial instruments	178	257
Other non-current liabilities	3 226	332
Deferred tax liabilities	53 202	55 783
TOTAL NON-CURRENT LIABILITIES	559 791	396 678
CURRENT LIABILITIES		
Current provisions	452 357	410 179
Trade payables	1 413 618	1 482 541
Other current liabilities	1 397 831	1 372 314
Current tax payables	22 475	55 403
Current derivative financial instruments	33	201
Current borrowings	131 151	121 295
TOTAL CURRENT LIABILITIES	3 417 465	3 441 933
TOTAL EQUITY AND LIABILITIES	5 066 220	4 875 680

Student at the training centre
at Lincoln College in the United
Kingdom.



20

6,000
new employees
in 2009

960,000
training hours
delivered in
2009

9 %
of employees are
promoted every
year

Training

Ringway Infrastructure Services earned a 2009 Excellence Award from Highways magazine in the "Employer of the Year" category for its Trainee Highway Worker Scheme. Organized in conjunction with Lincoln College, this training program targets youths aged 16 to 24, particularly youths without work or who have dropped out of school.

Eurovia is active in a variety of business and industrial sectors, in which both women and men play critical roles. Eurovia has always considered its personnel as the Company's most valuable asset. Accordingly, Eurovia devotes particular attention to recruitment, integration, training, skills management, and professional development.

At year-end 2009, Eurovia employed a total of 41,500 people, both women and men, of whom a third are under 35 years of age. Over the course of the year, the Company hired 6,000 new employees (not counting transfers and promotions).

Diversity and equal opportunity

Eurovia's human resources policy is based on four principles: (1) compliance with the law in countries where the Company operates (but not blind compliance); (2) fair compensation and transparency; (3) rejection of forced labour; and (4) involvement of all personnel in the enhancement of skill sets and workplace safety. In the areas of diversity and equal opportunity, Eurovia abides by the obligations entrenched in the VINCI Manifest. The Company focuses on several value-added objectives: encourage senior personnel to share their expertise; foster diversity among operational and management staff; increase the proportion of women in its workforce; and integrate disabled people at all employment levels.

Promoting sustainable business relationships

In all countries where they operate, Eurovia subsidiaries have a free hand in recruiting personnel in accordance with their operational needs. Professional skills, qualifications, and experience are the only criteria that are considered for recruitment purposes. The Company promotes a variety of initiatives aimed at youth to publicize career opportunities for young job seekers, including worksite tours, on-the-job training contracts (541 this year), and internships (1,500 in 2009) that allow students to acquire employment experience as they pursue their studies. In 2009, for the second year in a row, Eurovia awarded prizes in recognition of the best end-of-studies projects by engineering students in their final year. Two students from Ecole Nationale Supérieure des Arts et Métiers (Paris Tech) were

awarded first prize for their project designed to optimize worksite profitability through targeted feedback. Second prize went to a student from École des Ponts et Chaussées for her work on financial models for public-private partnership contracts. Third prize was awarded to a student from the mining school at Alès for his study of the redevelopment of the Lessines quarry in Belgium.

Integrating new employees is an important step in Eurovia's recruitment process. All new employees in all countries where the Company operates enjoy special and personalized reception and follow-up. This approach allows new hires to become acquainted with Eurovia's culture as well as the duties they will undertake.

Advancing within the Company

In efforts to build a lasting relationship with its personnel, Eurovia devotes special attention to training, recognizing and sharing assets, and managing skill sets for all employees. Similarly to its policy with regard to recruitment, Eurovia rejects all forms of discrimination with regard to professional training, job classification, promotion, compensation, and mobility.

Among Eurovia's top management personnel, 80% began their career with the Company, and 9% of employees are promoted every year. In conjunction with VINCI, Eurovia has implemented a forward-looking employment and skill-set management initiative (GPEC). It defines common principles, especially with regard to professional development, for all entities while giving each entity the latitude it needs to manage its human resources. Eurovia has put innovative practices in place to promote GPEC. A case in point is the French-language course offered by the Ile-de-France/Haute-Normandie regional delegation. Its objective is to help interested employees become more self-reliant, prepare them

for evolving business practices and processes, and enable some of them to attain positions of greater responsibility. This project, supported by the Alliance française, has benefited 15 employees and been extended to all subsidiaries of this regional delegation, that is, a total of about 50 employees.

Eurovia wishes to enable all employees to progress and develop their skill sets through appropriate training opportunities. In 2009, a total of 960,000 hours of training were delivered across all subsidiaries. Eurovia has two training centres in France. Every year, the Gevrey-Chambertin campus, on the Côte d'Or, which focuses on road industry knowledge and skill sets, welcomes over 600 Eurovia employees. The Mérignac campus in the Gironde region, located very close to Eurovia's R&D centre, specializes in management training. Young engineers and executives at Mérignac pursue a three-year course of study, as is the case for worksite managers.

Eurovia is a company that operates as a network; therefore, it privileges knowledge and skill transfer, the widespread use of a common technical and management language, and the sharing of values. For young engineering school graduates in France and elsewhere in the European economic space, Eurovia recommends the international business volunteer program (VIE), which allows them to gain experience as engineers with an overseas subsidiary for a one or two-year period following a six-month stint at a worksite in the country where they were trained. Always responsive to its employees, Eurovia, through its foundation, allocates study and education grants to their offspring under certain conditions. In 2009, 424 study grants were distributed for a total of €377,700, while 24 households (40 children) benefited from an education grant.

A role-play exercise conducted as part of International Safety Day.



-50%

in the accident
frequency rate
since 2003

212,000

hours of training
in workplace
safety and health

21,500

safety tests
administered

Prevention

On May 26, 2009, all Eurovia employees were invited to take part in the Company's International Safety Day. The day began with a video by Jacques Tavernier, Eurovia's CEO, in which he spoke of the Company's commitment to safety and prevention. The rest of the day was devoted to various safety-oriented workshops, discussion forums, and role-play exercises.

Building transport or urban infrastructure and producing materials are business lines that entail a certain degree of risk. Accident prevention and employee safety are top priorities at Eurovia. To reach its goal of “zero accidents”, the Company is providing training and implementing procedures designed to change risk behaviour.

Achieving “zero accidents” is the goal that Eurovia has set for itself in the last few years, in accordance with all other companies in the VINCI Group. In 2009, Eurovia devoted over 212,000 hours of training to workplace safety and health, with some 21,500 safety tests carried out in its operations throughout the world. These efforts, along with initiatives designed to encourage employees to be more aware of risk, have resulted in a reduction by half of the accident frequency rate since 2003.

Risk-prevention training

Eurovia's QPE (quality, prevention, environment) network supports the continued development of a prevention-oriented culture in all of the Company's entities and business lines. This initiative allows employees to contribute to a shared philosophy of prevention in the workplace by implementing rules and key recommendations to avoid danger to themselves and fellow co-workers. For new employees, training and information-sharing begin as soon as they arrive as they take part in the aptly named “First-day” workplace safety training session. Activity-based risks at worksites and quarries are presented in a short film. New employees take a test to evaluate their safety knowledge and receive various documents relating to safety and prevention. In 2009, safety-training procedures were also extended to all temporary employees. In addition, regular review sessions are held in all business units to refresh employees' awareness of basic safety rules, including safety briefings at worksites.

Several specific programs have been created to involve employees as active players in their own safety. One such initiative was Eurovia's International Safety Day. In May 2009, for the first time ever, all Eurovia employees around the world were mobilized for an awareness-raising session to consider and discuss their responsibility with regard to their safety and their colleagues' safety in the workplace.

Sharing original initiatives

Eurovia has also decided to foster original

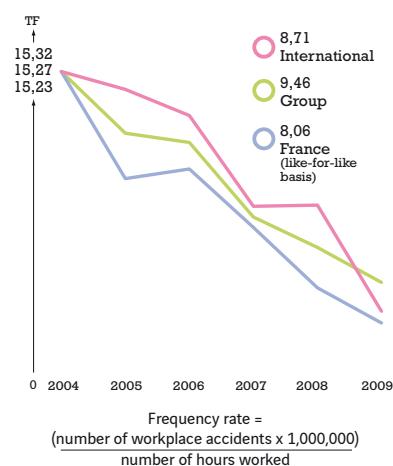
initiatives from its various entities by disseminating them across all entities. These good practices are often easy-to-deploy and low-cost applications – and genuinely enhance safety. In the United States (as in most other countries), the accident frequency rate among new hires is twice as great as for the workforce as a whole; furthermore, accidents among new employees are often of a more serious nature. Hubbard has launched an initiative that can easily be applied at all other entities: new employees are required to wear a red safety helmet at worksites. After 90 days, they receive a white helmet, and their employer takes this opportunity to review safety considerations with them. This initiative was created in 2004 and resulted in a decrease in the accident frequency rate among new hires from 30 to 18 in the first year alone. By 2008, the accident frequency rate had fallen to about 4. By October 2009, Hubbard and Blythe had accrued a total of 2.3 million work hours without an accident. Justifiably, the red helmet initiative received a 2009 VINCI Innovation Award.

In Germany, Eurovia operations use a voluntary policy to promote prevention. As a result, through the use of evaluation tools, worksite-monitoring processes, and access to relevant information, subcontractors are enlisted in Eurovia's prevention procedures.

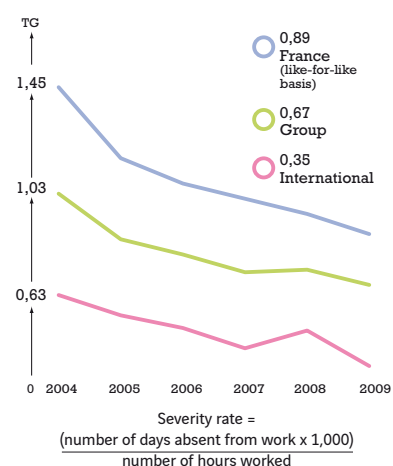
Eurovia's commitment to a voluntary policy designed to foster safety and prevention regularly receives awards. In 2009 in France, Eurovia garnered 5 of 9 prizes for workplace safety awarded by Union des syndicats de l'industrie routière française (France's road industry association). Eurovia also won a prize for its road risk-reduction initiatives awarded by France's national federation for public works.

In early 2009 in the United States, both Hubbard and Blythe earned recognition for their efforts to promote safety, with Hubbard winning three prizes awarded by the United Safety Council and Blythe being named by Hazards magazine as one of the safest companies to work for.

DECLINE IN THE WORK-RELATED ACCIDENT FREQUENCY RATE SINCE 2004



DECLINE IN THE WORK-RELATED ACCIDENT SEVERITY RATE SINCE 2004



Sand at Paris-Plage is removed and conveyed by river transport for processing and re-use by Eurovia in France.

24

132

recycling plants
for worksite
excavation
materials

15

sites where
incinerator
ash is re-used

8

million tonnes
of recycled or
re-used
materials
in 2009

Innovations

Since 2008, Eurovia has garnered 5 prizes in response to calls for projects by SETRA (a French government technical agency that oversees road, transportation, and urban infrastructure) in support of the road innovation policy of the French ministry for ecology, energy, sustainable development, and marine environments. The 5 prize-winning products or processes are Soprèvia®, Scovria®, Recyclovia®, EURFIE® and Recyvia®.

Eurovia has a long track record of environmental responsibility and continues to pursue development initiatives that take into account their environmental impact. Accordingly, the Company has implemented an environmental protection policy that relies on R&D and innovation to develop increasingly environmentally friendly products and processes.

In 2008, Eurovia officially tabled its environmental protection policy, which focuses the Company's approach on three key orientations: (1) design and develop techniques and provide services that are increasingly environmentally friendly; (2) monitor and control activities to reduce their environmental impact; and (3) promote the environment as a tangible value. Accordingly, in 2009, the Company launched in France an environmental review initiative designed to encourage all employees to consider and assess the impact of their workplace practices on the environment.

Eurovia plans to continue to develop its work methods, both at its worksites and industrial sites, to consolidate its environmental protection policy. As a result, by the end of 2010, 60% of quarry production in each of the Company's different country operations must be ISO 14001 certified (a standard relating to environmental management). As for binder units and plants, 50% of these operations must be ISO 14001 certified (or equivalent certification).

Eurovia is committed to gauging all required efforts with accuracy. The Company has already set quantified objectives with regard to recycling, cutting CO₂ emissions, and reducing energy consumption. In the areas of sustainable natural resource management and material recycling, respectively, Eurovia plans to increase the proportion of recycled excavation materials to total aggregate production to 10% by the end of 2010 and the proportion of recycled aggregate to total coating production to 10% by the end of 2012. These targets are certainly achievable with Recyvia®, a cold recycling solution that is environmentally friendly on two fronts: its use of recycled materials (ranging from 30 to 100%) and its cold production process.

Establishing greater control over energy consumption

To reduce energy consumption and greenhouse gas emissions, Eurovia plans to increase its production of warm-mix coatings to 600,000 tonnes across the Company as a whole by the end of 2010. As a further initiative to reduce energy consumption, Eurovia will also have trained 100% of its heavy-vehicle drivers in eco-driving techniques and 100% of its coating-unit managers in eco-management techniques by the end of the current year. Eco-management training also targets technical managers at

coating units. At the Company's quarries, all vehicle drivers will be trained in 2010; in addition, an eco-management training program adapted to the needs of quarry managers has been launched. The Company has also made a commitment to improve its buildings' energy performance.

In France, in efforts to minimize the impact of the Company's activities on natural habitats, 85% of quarries (either wholly owned or majority-owned operations producing over 30,000 tonnes a year), that is, a total of 101 sites, have pledged to the Unicem environmental charter. This is a voluntary initiative designed to bring together regional economic development, environmental protection, and local consultation and participation. The charter takes into account several considerations: quarry access roads, noise, vibrations, dust, water, waste, sanitation, and responsiveness to residents' needs. In 2009, 16 additional sites achieved level 4 on the charter's environmental progress scale, for a total of 40 quarries. Also, 50% of quarries have reached level 3. Achieving level 4 testifies to our quarries' efforts to protect the environment in the settings where they operate.

Increasingly environmentally friendly innovations

Eurovia's research, development, and innovation (RDI) approach prioritizes environmental protection, safety, and the sustainability of infrastructure while targeting enhanced productivity. Seventy percent of the RDI budget (€10 million in 2009) goes toward developing new technologies and solutions designed to preserve natural surroundings as well as enhance the safety of infrastructure and maximize its useful life. Eurovia's research centre at Mèrignac in the Gironde region brings together 33 engineers, researchers, and technicians and carries out over 5,000 performance tests a year. The centre works closely with major academic establishments, French and European institutes, and key industry players. In 2009, Eurovia's partnership with U.S.-based MeadWestvaco, a world leader in road emulsifiers, led to the development and launch of the Evotherm® DAT warm-mix coating, a solution that enables a drop of about 50°C during the production process as compared with traditional coatings. Greenhouse gas emissions can be reduced by up to 40%, with energy savings ranging from 30 to 40%. Eurovia is the leader for warm-mix solutions with

over 1.1 million tonnes implemented in several European countries as well as in the United States and Canada.

Eurovia's efforts in research and development allow the Company to market innovative products that are recognized by qualified institutions and which contribute to the industry's store of knowledge and expertise. As an example, in late 2009, Rexovia®+, a rutting-resistant asphalt mix, was awarded a certificate by SETRA (a French government technical agency that oversees road, transportation, and urban infrastructure) in recognition of 10 years of research and experimental work as part of the country's innovative roadway charter created by the ASFA (France's motorway industry association).

Numerous environmentally friendly products and processes resulting from Eurovia's RDI strategy are now widely used within the Company. A case in point is NOxer®, which uses the process of photocatalysis to eliminate polluting gases (NOx) emitted by vehicles. As a result, greenhouse gas emissions are cut by up to 40% and energy savings can range from 30 to 40%. Eurovia is the leader in warm-mix solutions with over 1.1 million tonnes poured in 2009 in several countries in Europe as well as the United States and Canada. Ecolvia®, a cold asphaltic concrete made with a special bitumen emulsion developed by Eurovia, reduces gas and fume emissions and cuts energy consumption. Laboratories in Toulouse and Bordeaux have charted its progress in the field: EIJL Midi-Pyrénées Toulouse has produced and implemented this cold pavement solution at a gravel pit in the Pyrenees for the general council of the Haute-Garonne region.

Eurovia is also committed to promoting other innovative and environmentally friendly solutions. In late 2009, its subsidiary, Signature Industrie, launched the Fujin® lamppost in conjunction with its partner, Windela. This wind-powered streetlight harnesses the wind to recharge its batteries to light public spaces. This totally self-reliant system features definite environmental benefits: no greenhouse gas emissions; an inexhaustible energy supply; and a completely recyclable structure. The first commercial lampposts of this type have been installed in the Drôme and Ille-et-Vilaine regions.

Outlook

In France, the level of orders at year-end and future outlook suggested a slight decrease in activity for 2010. In immediate markets, economic stimulus measures should continue to have a positive effect and support projects carried out for communes and territorial communities.

Activity in highway construction, maintenance, and upgrade will be less intense in 2010, a transition year that will see the completion of major projects and launch of new mandates. The outlook is more positive for the Company's two railway markets. The urban rail market will benefit from new projects designed to build or extend light-rail lines and several new road redevelopment projects. The national and city-to-city rail market will receive support in the short term from infrastructure upgrade programs targeting existing networks (LGV and regional networks) and in the medium term from the planned PPP development of high-speed lines, for example, LGV Sud Europe Atlantique and LGV Bretagne-Pays de la Loire, for which Eurovia was in competition in late 2009 as part of a consortium led by VINCI. Applying the PPP model to urban redevelopment projects will lead to new project opportunities.

At the international level, Eurovia is projecting an increase in revenues in 2010, in light of positive trends in central European markets and highway development projects as part of public-private partnerships with VINCI (A5 in Germany and R1 in Slovakia). Consolidation of Eurovia's industrial network through external growth will complement the Company's infrastructure works activity. As a case in point, the acquisition of Tarmac quarries in France, Poland, Germany, and the Czech Republic will increase aggregate-production capacity by 40%, strengthen the vertical integration of aggregate production and infrastructure works, and enable Eurovia to be a leader in Europe in this field. In North America, the outlook remains favourable in Canada, and subsidiaries in the United States may well begin to benefit from current economic stimulus plans.

It is expected that Eurovia will generate a slight growth in revenues in 2010 compared to 2009 as a result of its external growth operations. All things being equal, however, the Company is expected to post a slight contraction in results. Continued productivity-enhancement and cost-control efforts should contribute to stabilizing the Company's margins.

Over the long term, the markets in which Eurovia is active will be buoyed by well-established, positive trends: major new infrastructure needs in developing nations and infrastructure maintenance and upgrade mandates in mature economies; and increasing urbanization and strong growth in the demand for sustainable development and mobility opportunities, resulting in ongoing urban development requirements. Eurovia will benefit from these well-established trends in its current markets and in Group-wide projects, particularly as part of public-private partnerships.



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