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ACTIVITY REPORT



Eurovia, a subsidiary of the VINCI Group, is one of the main international players in transport infrastructure and urban development construction.

With 43,000 employees in 16 countries, our network of 300 works divisions and subsidiaries is primarily located in Europe and North America, as well in Chile and India.

Wherever we are, we offer expertise and know-how in our four main business lines: transport infrastructure and urban development, quarries, industrial production and services.

Being involved in local and regional development, our strategy goes hand in hand with sustainable development. We therefore use innovation to preserve the environment, ensure user safety and guarantee the longevity of infrastructure.



together @ VINCI 

**€8.75**  
BILLION REVENUE

**43,000**  
EMPLOYEES

**1,300 SITES** IN 16 COUNTRIES



**AMERICAS**

Canada / United States / Chile

**EUROPE**

Belgium / Croatia / Czech Republic / France / Germany / Lithuania / Luxembourg / Poland / Romania / Slovakia / Spain / United Kingdom

**ASIA**

India

**4 BUSINESS LINES**



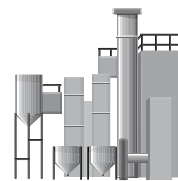
**Transport infrastructure  
and urban development**

40,000 SITES  
EVERY YEAR



**Quarries**

86 MILLION TONNES  
OF GRANULATES  
PRODUCED EVERY YEAR



**Industrial production**

23 MILLION TONNES OF  
ASPHALT AND BINDERS  
PRODUCED EVERY YEAR



**Services**

55,000 KM OF ROADS  
UNDER MAINTENANCE  
CONTRACT

## MESSAGE FROM THE CHAIRMAN AND CEO

Facing difficult economic conditions in 2012, Eurovia has done better than simply withstand the challenge – the Company achieved a slight increase in revenue, earning €8,750 million, and maintained one of the highest profit margins in the industry.

Our organizational and management model – flexible, responsive, close to the ground and to our clients – has enabled us to keep pace with evolving market conditions, pool our resources, and leverage synergies within the VINCI Group, endowed with a worldwide technical and business network as well as outstanding funding capacity through public-private partnerships.

In addition, our development strategy in strong-growth countries – including three major acquisitions in India and in Canada (in the provinces of Alberta and Quebec) – has offset a downturn in activity in certain European markets.

The business lines in which we have invested in recent years have also contributed to our favourable financial results. Our share of the railway market has grown thanks to several tramway-construction mandates in France and the launch of major high-speed rail projects. Our quarrying activities are progressing well. The same can be said about our services business line, with the signing of two major public-private partnership contracts in the United Kingdom.

In 2012, we tirelessly pursued efforts in prevention and occupational health and safety. We continued to invest in recruitment and training. And we continued to innovate in order to reduce energy consumption, recycle better and more, and protect biodiversity.

As we embark on 2013, we are confident but remain vigilant: overall, our order book is satisfactory, and we are continuing to adapt our organizational structures to the realities of the market. In the medium and long term, we will benefit from established trends such as increasing infrastructure needs in emerging countries, infrastructure upgrade requirements in mature economies, and the accelerating pace of urbanization around the world.

Our personnel's professionalism and commitment remain our leading assets. Eurovia's strength resides in the 43,000 women and men employed worldwide, who embody the Company's mission, values, and commitments. A 43,000-strong workforce striving every day to satisfy client expectations and serve local communities.

**JACQUES TAVERNIER**

Chairman and Chief Executive Officer

## SUMMARY

06 – 31	THE YEAR 2012
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Tramway T2 between La Défense and Bezons (France).

## **EUROVIA GAINS A FOOTHOLD IN INDIA**

As part of its policy of international growth, Eurovia entered India in early January 2012 when it acquired NAPC. Eurovia thus became a leader in the public works sector in the Indian state of Tamil Nadu, the fifth largest economic region in the country. Founded in 1949, NAPC had sales in 2012 of nearly €100 million.





### **ETF WON A CONTRACT IN THAILAND**

Our ETF railway subsidiary took part in upgrading 300 km of the railways in northeastern Bangkok, the capital of Thailand. This project is part of a long-time partnership with Thailand railways. Work started in July 2012 and will take place over a period of 24 months.







## **OUR ROADS IN THIS TIME OF WARM MIXES**

Eurovia believes that warm mixes are the future of road trades. This is why, for more than a decade, we have been developing a line of warm mixes in order to reduce the regular laying temperature. This innovation has three major advantages: it saves energy, considerably reduces greenhouse gas emissions and is easy for our partners to apply because of the absence of fumes, as here in Belle-Île-en-Mer (France).





A photograph of two young boys in a classroom setting. The boy on the left is standing and leaning over a table, focused on stacking colorful plastic blocks (red, blue, green, yellow). The boy on the right is sitting at the table, also looking at the blocks. The background shows a colorful mural on the wall and shelves with books and toys.

## **SUPPORTING OUR PARTNERS AND THEIR FAMILIES**

Eurovia does many things for its employees. In Chile, medical support is provided to families of partners. There are grants for children's education and specific training modules for women as well. Many charitable activities are also carried out for various organizations in need, such as nurseries, schools, clinics, etc.



## FRANCE: INAUGURATION OF THE TRAMWAY IN BREST

The new Brest tramway was inaugurated on June 23, 2012. This involved one of the twenty tramway sites on which Eurovia worked in 2012. The tramway - a "soft" mode of transportation - has become increasingly popular world-wide.



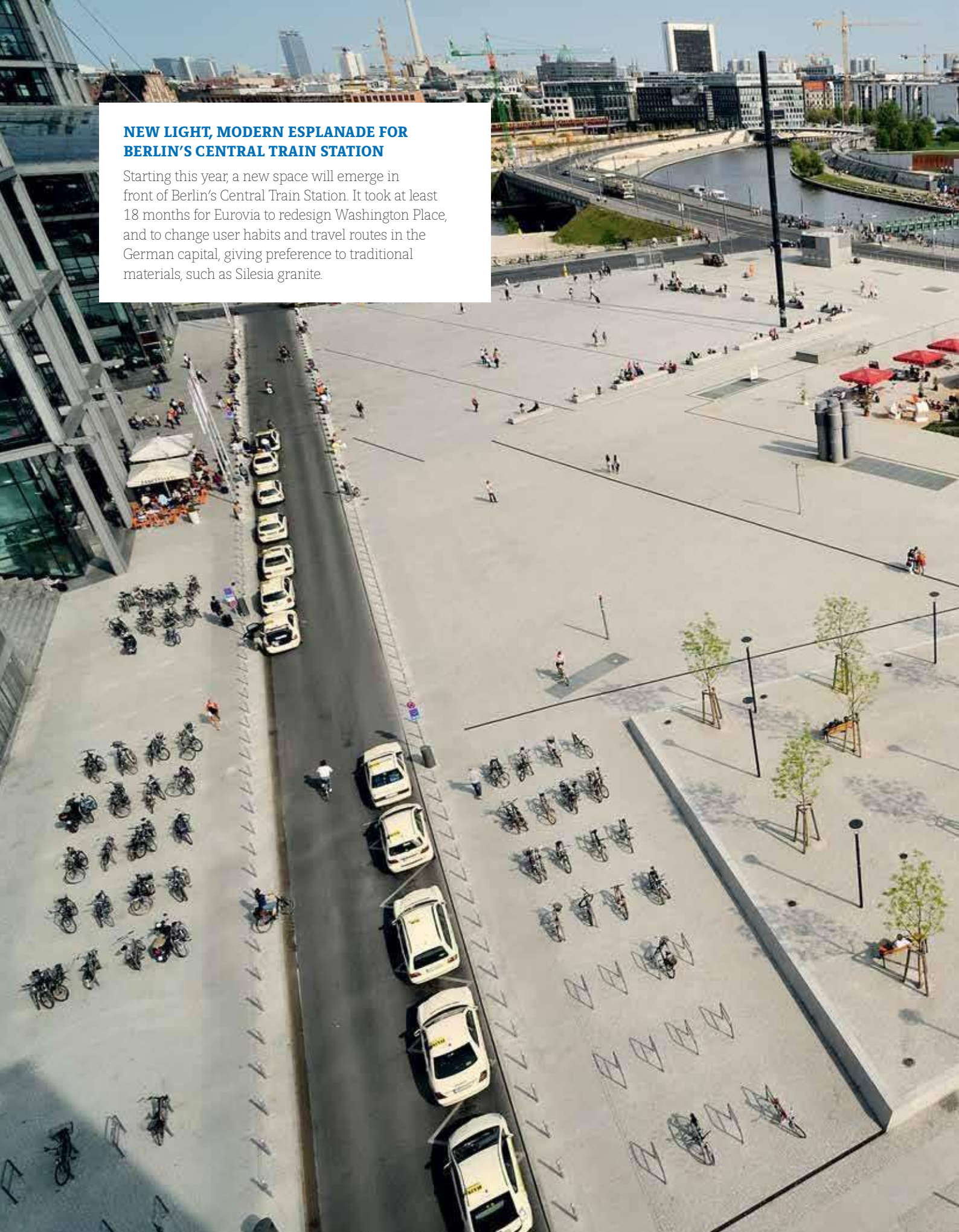


DE LES TONNERRES  
**BREST**  
2012  
Du 13 au 19  
juillet  
2012



## NEW LIGHT, MODERN ESPLANADE FOR BERLIN'S CENTRAL TRAIN STATION

Starting this year, a new space will emerge in front of Berlin's Central Train Station. It took at least 18 months for Eurovia to redesign Washington Place, and to change user habits and travel routes in the German capital, giving preference to traditional materials, such as Silesia granite.







### **A WORK OF ART IN POLAND AT EURO 2012**

Eurovia came together so that Poland would be ready to host Euro 2012: two sections of the highway (A2 and S5) were completed in record time between several large Polish cities. The Gniezno-Poznań stretch alone required 2 million m<sup>3</sup> of excavated material and 420,000 tonnes of asphalt... And all of it was ready a month ahead of time!

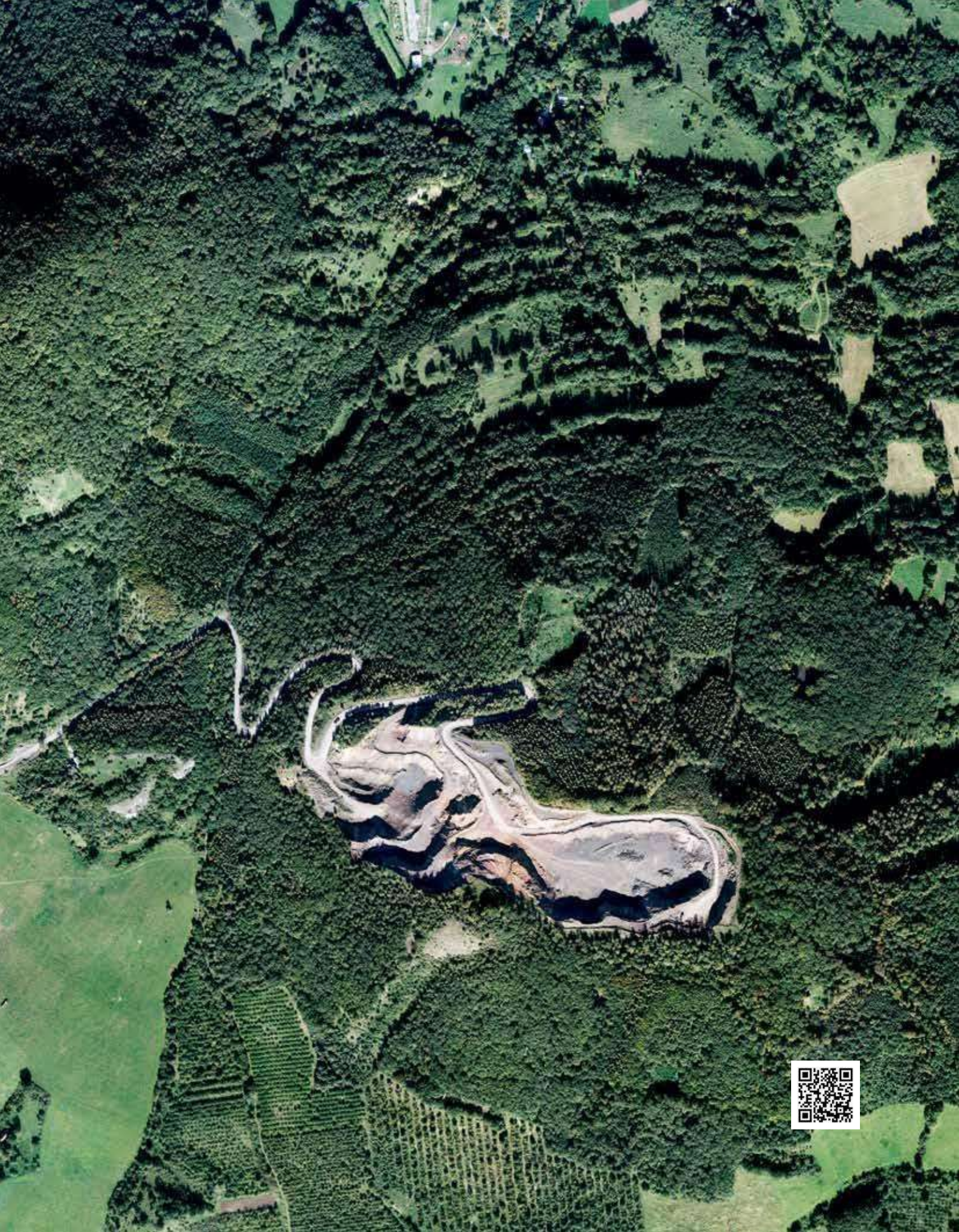




An aerial photograph of a quarry site. The quarry is a large, irregularly shaped area with exposed earth and rock. A prominent feature is a large, circular pond with a vibrant green color, likely due to algae. The quarry is surrounded by lush green fields and a network of roads. In the foreground, there are several large, rectangular plots of land, some of which appear to be agricultural fields. The overall scene depicts a complex industrial site integrated into a natural landscape.

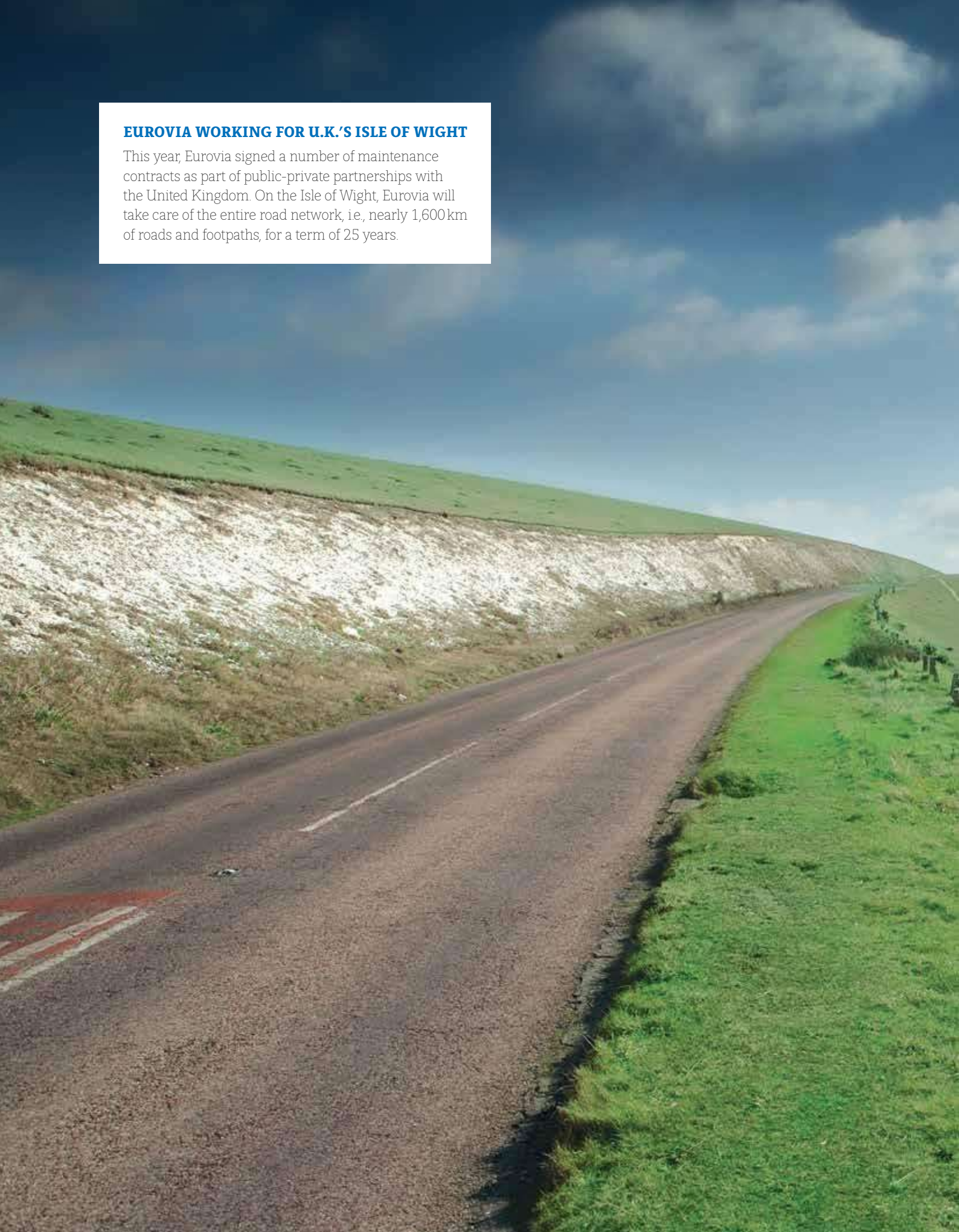
## **PRODUCING AND BUILDING WHILE PROTECTING BIODIVERSITY**

In both its material-extraction quarries and on its sites, Eurovia has for many years focused on preserving biodiversity, such as in the Libochovany Quarry in the Czech Republic. In partnership with France's Natural History Museum, Eurovia will enhance its expertise and take part in research projects in order to better identify biodiversity issues on its sites.



### **EUROVIA WORKING FOR U.K.'S ISLE OF WIGHT**

This year, Eurovia signed a number of maintenance contracts as part of public-private partnerships with the United Kingdom. On the Isle of Wight, Eurovia will take care of the entire road network, i.e., nearly 1,600 km of roads and footpaths, for a term of 25 years.





**THE JACQUES CARTIER BRIDGE SITE IS  
SYNONYMOUS WITH RESOURCEFULNESS  
AND ADAPTABILITY**

To renovate the deck of the Jacques Cartier Bridge in Montreal, Canada, Eurovia achieved the feat of laying 5,200 tonnes of asphalt over two 54-hour periods. To reduce the impact on traffic, the 3-km of two-lane roads were rebuilt over two weekends in July 2012.







JANUARY FRANCE



**THREE TRAMWAY SITES**

Eurovia and its subsidiary ETF won a contract for three tramway sites, covering a total of 22 km of railway in Besançon, Bordeaux and Toulouse. These contracts were a prime example of the complementary services of these two companies whose global offer is based on the proximity network of the Eurovia works divisions and ETF's railway expertise. This team has worked together on the main tramway sites in France for the past 30 years, covering over 500 km of tracks, catenaries and urban developments.

FEBRUARY CANADA

**COMBO PROJECT**

Eurovia help design and build the road infrastructures for the Combo Project through its subsidiary in British Columbia, BA Blacktop. In particular, this project involved building three bridges, which span the rail corridor leading to Roberts Bank port in Vancouver. Planned completion of this project is for December 2013.

FEBRUARY ESPAGNE



**HIGHWAY A4 SERVICE CONTRACT**

Until December 2013, Probisa will be responsible for the maintenance of a stretch of Highway A4. This section stretches more than 100 km and runs from Ciudad Real province to Cordoba province, crossing Jaen province in the southern part of the country.

**MARCH CANADA**



**EUROVIA ACQUIRED THE CANADIAN CARMACKS GROUP**

Eurovia signed an agreement to acquire Carmacks, a group of companies based in Edmonton, Alberta, Canada. In addition to carrying out new and maintenance work, Carmacks runs and maintains road infrastructure in Edmonton and Calgary. Traditionally active in local public communities, Carmacks recently started working in the private sector. Carmacks' 2012 sales nearly reached €200 million.

**APRIL FRANCE**



**PARIS' RUE DE RENNES WAS MADE OVER**

Within tight deadlines, the very Parisian Rue de Rennes was redesigned, with new pedestrian areas and parking lots specifically created for deliveries. EJJ, a subsidiary of Eurovia, carried out the work in these very demanding conditions. This especially busy road welcomes 3,200 pedestrians and 700 vehicles per hour during peak-traffic times.

**MAY FRANCE**



**WORLD RECORD ON THE A63**

Two gantries (41 and 39 metres) were installed by Signature, a subsidiary of Eurovia, on Highway A63 for ASF.

**MAY POLAND**

**EXPRESS ROUTE**

In Zabrze, in southern Poland, Eurovia Polska won a contract to build two stretches of the Katowice-Gliwice express route. The work will continue until June 2014.

**JUNE SLOVAKIA**



**NEW HIGHWAY**

Eurovia and VINCI were awarded the contract to build a stretch of the D1 North Highway, near Levoča. It will involve a two-lane tunnel, an on-ramp, twelve road structure and a large rest stop. The work is planned to take place over a 3-year period.

**JUNE LITHUANIA**

**RAILWAY RENOVATION**

As part of the Rail Baltica Project to build a 950 km track from Finland to Poland, Eurovia was mandated, as part of a consortium, to renovate a section of track in Lithuania on behalf of the national railway. With the purpose of achieving compliance with the European rail system, the work will involve rebuilding nearly 25 km of track, as well as renovating the platforms and signalling equipment. Rehabilitation work is due for completion in June 2014.

JULY FRANCE

**MARSEILLE ON EUROPEAN TIME**

Eurovia in Marseille has overseen several work projects in parallel as part of the preparations for the "Marseille-Provence 2013, European Capital of Culture" event. High point: the semi-pedestrianization of 22,000 m<sup>2</sup> in the Old Port (in cooperation with our subsidiary Entreprise de Filippis).

JULY UNITED STATES



**REVAMPING IN MIAMI**

A major project was started by Hubbard, a subsidiary of Eurovia in Florida, on the highway connecting Fort Lauderdale and Miami: new lanes, replacement of gantries, new toll stations, new lighting and signs installed, new surface coating... Work should be completed in October 2014.

AUGUST GERMANY



**INAUGURATION**

After more than 3 years of work, carried out largely by Eurovia, the south-west Braunschweig interchange in Lower Saxony was successfully completed. In particular, Eurovia was responsible for building eleven bridges, one of which involved moving and replacing a 212-metre section weighing 8,000 tonnes ; the most complex phase in this project.

SEPTEMBER CHILE



**REHABILITATION WORK IN THE DESERT**

Bitumix, a subsidiary of Eurovia in Chile, won the contract to rebuild a 25-km stretch on the Pan-American Highway, located 1,600 km north of Santiago in the Atacama Desert... one of the most arid zones in the world!

OCTOBER CANADA

**GREEN LIGHT FOR RAPIBUS**

In Quebec, la Société de transport de l'Outaouais awarded Construction DJL, a subsidiary of Eurovia, the Rapibus Project. This is a new form of public transportation, which will serve the downtown areas of the municipalities of Gatineau, Hull and Ottawa. Residents will be able to benefit from 12 km of reserved lanes, ten secure bus stations, and 10 km of bike lanes, not to mention the substantial increase in the number of parking spaces. Rapibus should be up and running in July 2013.

NOVEMBER FRANCE

**DESIGNING THE ESPLANADE FOR THE METZ TRAIN STATION**

As part of the public transportation project for Metropolitan Metz, EJM, a subsidiary of Eurovia, won the contract to create the Imperial quarter for the train station.

NOVEMBER UNITED STATES



**FROM DESIGN TO IMPLEMENTATION**

After carrying out extensive design work over 18 months and obtaining the required environmental authorizations, Blythe, a subsidiary of Eurovia in North Carolina, oversaw the construction of 8.5 km of roadway and 17 bridges of the I-485 highway. No less than 2.5 millions of m<sup>3</sup> of earth were moved during the earthworks.

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DÉCEMBER FRANCE

**2012 SAFETY PREVENTION AWARD**

Eurovia is especially proud of its teams who received 7 out of 10 awards from the Union des Syndicats de l'Industrie Routière Française (USIRF) as part of the 2012 Safety and Prevention Competition.

DECEMBER ROMANIA



**A WIND FARM PROJECT**

As part of the construction of a wind farm in Gemeenele in south-eastern Romania, our subsidiary Viarom was given the contract by GDF Suez Energy to build more than 15 km of tracks, as well as the foundations and cabling structures for the twenty-one wind turbines.

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DECEMBER INDIA

**TWO NEW CONTRACTS**

At the end of 2012, NAPC won two major contracts in the State of Orissa, located in south-eastern India. The first one involves the extraction of 72 million tonnes of coal and 17 million m<sup>3</sup> of material from the Utkal Mines. This contract was signed for an initial 3-year period. The second contract involves creating a 45-km road, including a bridge, which will require 200,000 m<sup>3</sup> of concrete. The site should be ready in 24 months.

## EUROVIA'S FOUR COMPLEMENTARY BUSINESS LINES

Eurovia masters the entire supply, production and materials implementation chain. Additionally, we offer services to support our clients from project design to infrastructure maintenance.

### TRANSPORT INFRASTRUCTURE WORK AND URBAN DEVELOPMENT

Eurovia builds transport infrastructure and urban development: roads, highways, railways, airport platforms and tramways, as well as industrial and business sites. Eurovia also has extensive know-how in related areas : demolition and deconstruction, sanitation, earthwork, roadwork and various networks, urban development, works of art and noise barriers.

With the synergy within the different components of the VINCI Group, we are involved in major infrastructure projects all over the world.

These activities represent 73.1% of our sales in 2012.



1







2



3



4



5

1. Road infrastructure.
2. Checks are regularly carried out on the sites.
3. Urban development.
4. Tramways.
5. Replacement of catenary infrastructure.

## OUR BUSINESS LINES

### QUARRIES

Among the European leaders in the granulate market, Eurovia extracts, processes and markets natural and recycled granulates for roads and buildings.

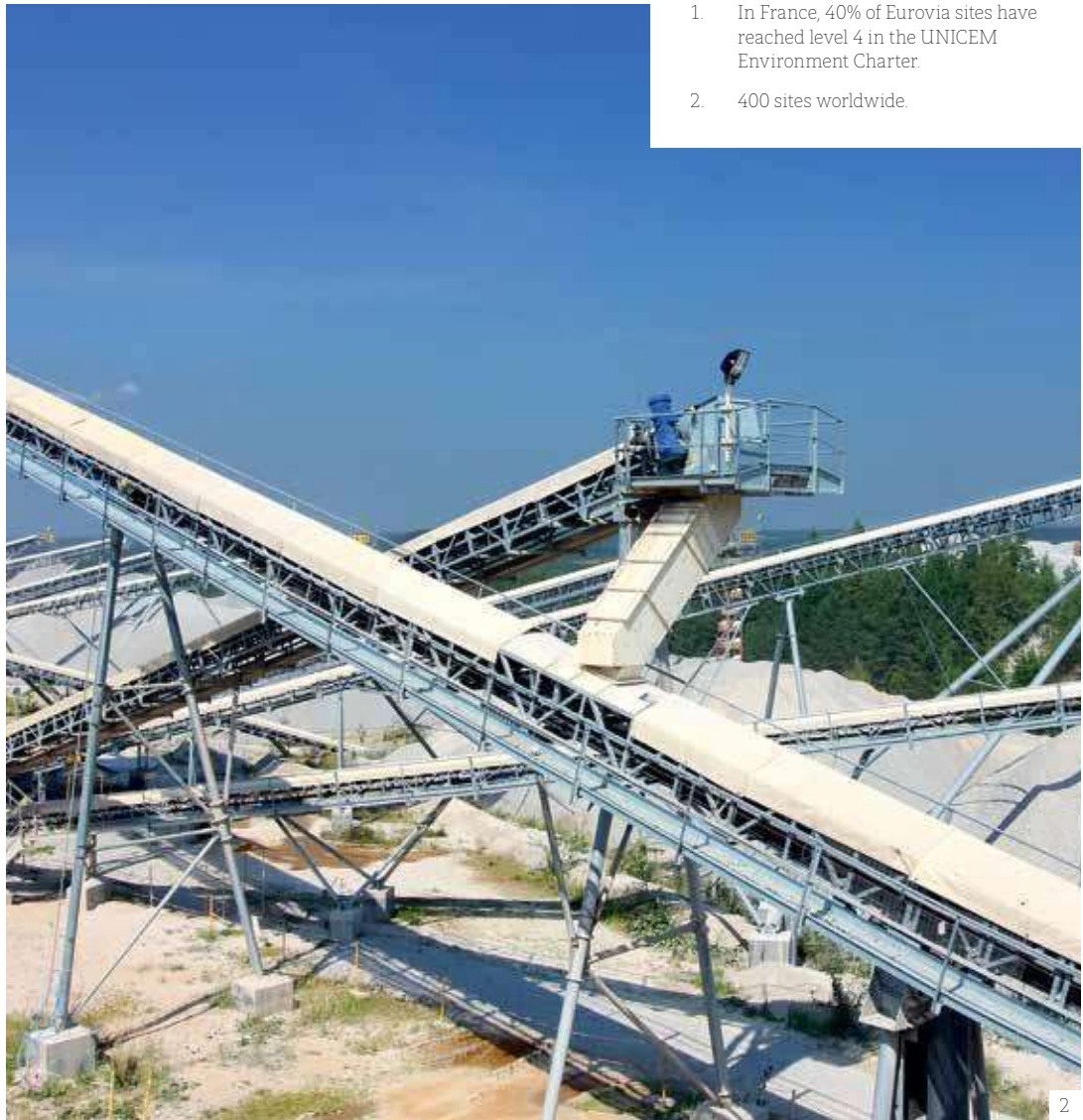
We run a network of more than 400 quarries and 150 recycling and re-purposing facilities for materials (concrete, milled asphalt, household waste incineration plants, etc). These contribute to expanding our activities while ensuring a constant supply to our sites, with reserves evaluated at 49 years of production.

In 2012, quarry operations represented 9% of our total sales.





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1. In France, 40% of Eurovia sites have reached level 4 in the UNICEM Environment Charter.
2. 400 sites worldwide.

### INDUSTRIAL PRODUCTION

Eurovia manages a network of more than 400 material production and urban development units. These units include binder plants and coating plants, material production units for roads and road signalling devices (panels, gantries, paints). We also produce resins for industrial and commercial platforms as well as concretes and pre-fabricated products (anti-noise walls).

Industrial production is 12.7% of Eurovia's sales in 2012, the majority (65%) of which is from mixt production operations.





1. Mix loading station.
2. Latest generation mixing plant.
3. Producing signalling.



## OUR BUSINESS LINES

### SERVICES

Our technical expertise, in conjunction with our knowledge of the area and local conditions, enable us to offer a wide range of services, meeting new demands from customers and initiator/advisors.

Before on-site work begins, we work on design-coordination, consulting and technical support, in particular public-private partnership projects. Once on-site work begins, we take care of the global maintenance of transport infrastructure. We oversee management and the securing of road, highway and railway networks. We carry out the current maintenance, cleaning, winter maintenance and energy interventions.

Services in 2012 amounted to 5.3% of our total sales.





1



1. Implementing vertical signalling
2. Winter maintenance.
3. Monitoring and maintaining infrastructure.

2



3

## BRINGING TOGETHER LOCAL WITH INTERNATIONAL

With nearly 1,300 entities in 16 countries, Eurovia's organization and management are based on a two-pronged approach : a strong local base and an international stature, made all the more powerful by the strong synergy within the network.

Each national, regional and local structure maintains business and operating autonomy and benefits from the Group's coordination and the Group implemented synergies.

This architecture keeps us in close contact with our clients when overseeing each of the 40,000 sites worked on by Eurovia every year worldwide.

With multiple offices internationally, on a daily basis, Eurovia mobilizes its network of operating units and brings together its employees around objectives, a common language and its shared values: responsibility, innovation, solidarity and customer satisfaction. It is within this framework that Eurovia strives to reinforce a common culture, thereby promoting the international and functional mobility of its employees.

### EUROVIA EXECUTIVE COMMITTEE (BELOW)

#### **Jacques Tavernier**

Chairman and Chief Executive Officer

#### **Pierre Anjolas**

Chief Executive Officer, International and Public-Private Partnerships

#### **Guy Vacher**

Chief Executive Officer, Overseeing France, Belgium and Specialized Subsidiaries

#### **Dominique Collomp**

Deputy Managing Director, in charge of Europe

#### **Patrick Jutier**

Chief Financial Officer

#### **Claude Lascols**

Director, Human Resources, Health and Safety

### STRATEGIC ORIENTATION COMMITTEE

#### **Uwe Arand**

Executive Director, Eurovia GmbH Activities in Germany

#### **Luc Bodson**

Director

#### **Martin Borovka**

Chief Executive Officer, Eurovia CS, Czech Republic and Slovakia

#### **William Capehart**

Chief Executive Officer, Hubbard Group, United States

#### **Jean-Claude Chambard**

Delegate Director, Île-de-France / Haute-Normandie Region, in France

#### **Jean-Luc Dewanckel**

Delegate Director, Southwestern France

#### **Keith James**

President of Carmacks (Alberta, Canada)

#### **Sabrina Loucatel**

Director, Communications

#### **K.S Manian**

Chief Executive Officer, NAPC, India

#### **Christophe Minier**

Delegate Director, Eastern France

#### **Miguel Musalem**

Executive Director, Bitumix, Chile

#### **Carlos Ortiz Quintana**

Chief Executive Officer, Probisa, Spain

#### **Jean-Pierre Paséri**

Delegate Director, Railways and Specialized Subsidiaries

#### **Philippe Poirier**

Delegate Director, Rhône-Alpes – Auvergne Region, in France

#### **Philippe Princet**

Director, Development, North America

#### **Jean-Pierre Rodoz**

Delegate Director, France and Belgium

#### **Marcel Roireau**

President, Construction DJL (Quebec, Canada)

#### **Patrick Sulliot**

Executive Vice President for the Americas

#### **Kees van der Werff**

President, BA Blacktop (British Columbia, Canada)

#### **Jean-Noël Velly**

Delegate Director, Central and Western (France)

#### **Christophe Verweirde**

Delegate Director Mediterranean Region (France)

#### **Scott Wardrop**

Executive Director, United Kingdom and India





## **STRONG RESISTANCE TO MARKET SHIFTS**

Eurovia's sales grew by 0.3% in 2012 to €8.75 billion. Eurovia's varied areas of expertise and markets contributed to overall stability in a more unsteady economic context than in 2011.

The relative stability of the French market and the growth of the British, Canadian and Chilean markets - which represent approximately three-quarters of Eurovia's activities - offset drops in activities elsewhere in Europe.

In accordance with its international development strategy to balance its positions and allow for new future growth, Eurovia expanded its presence on two new markets outside Europe in 2012 : India and the Canadian province of Alberta.

European quarries acquired through the Tarmac Group were fully integrated in 2012. Eurovia then acquired an integrated material production line, which increased sales while ensuring the supply of construction sites.



### FRANCE

In 2012, Eurovia's sales in France remained at the same level as in 2011, €5.2 billion. The difficult economic situation in most rural areas was offset by investments in major city

centres, which were maintained. Eurovia stood out in its areas of expertise: road and highway infrastructure, railways and tramways, the airport sector and specialized techniques, due in particular to the growth in signalling activities (Signature) and deconstruction (Cardem).



### INDIA

Eurovia is continuing its international development and entered India in 2012 with the acquisition of NAPC, based at Chennai in the State of Tamil Nadu. As a regional leader

in its sector, NAPC has carried out road construction, earthwork and civil engineering projects. The company earned approximately €100 million in sales in 2012 and won many large-scale projects. Its integration within Eurovia's organization was finalized at the end of the year.



### EUROPE

In Europe, Eurovia's activities have reduced by 23% in spite of major national disparities. Driven by many multiannual service contracts, sales have

grown by 5.7% in the United Kingdom, whereas they dropped by 2.8% in Germany after an exceptional year in 2011. In Spain, Eurovia managed to break even despite a particularly depressed economic environment, activities shrank by 36.2%. Business also declined in the Czech Republic, Slovakia and Poland (-41%). However, operations grew in Croatia, Lithuania and Romania (+51.7%).



### AMERICAS

Eurovia's activities in the Americas have grown by 61% versus 2011. The relative stability of the Canadian market as well as the acquisition of Carmacks in early 2012 made Canada the third largest

market for Eurovia after France and Germany, with sales of €562.7 million. In the United States, after a difficult 2011 financial year, Eurovia saw a clear upswing in business: +16.3% to €255.3 million. In Chile, with one of the highest growth rates in Latin America, operations continued to show strong growth with sales increasing by 59.5% in 2012.



## PREVENTION, HEALTH AND SAFETY

As the main priority of Eurovia, risk prevention is our main focus. Our goal : zero accidents for our employees and the employees of our subcontractors.



**213,000 HOURS**  
OF TRAINING ON  
PREVENTION AND SAFETY  
ARE HELD EVERY YEAR



**55% OF ENTITIES**  
HAD  
ZERO ACCIDENTS  
IN 2012

### REINFORCING OUR CULTURE OF SAFETY AND PREVENTION

At Eurovia, safety and prevention is a daily and constant priority, in order to preserve the integrity of our employees during operations that, by their very nature, have their share of risks. In 2012, a new phase in our commitment to safety and prevention was added with the creation of a formal procedure for near-misses. Goal: To handle dangerous situations before an accident happens. Chemical risk management is another important area of safety and prevention. In 2012, we produced a chemical product database used by our units in France to create a risk management tool. Each site will have to reduce the number of references and eliminate its more hazardous products. Eurovia also participates in studies on bitumen fumes as part of partnerships with the French Agency for Food, Environmental and Occupational Health Safety (ANSES) and the Institut national de recherche et de sécurité (INRS).





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### ROAD SAFETY

Vigiroute®, the road safety plan for our employees, which was initially launched by Eurovia and later expanded to include the entire VINCI Group, will soon be turning ten years old. It holds a major place in consolidating a culture of safety shared by everyone.

### PREVENTING UV RAYS!

Since 2011, Eurovia launched in France a safety and prevention system for employees to make them aware of the risks of sun exposure. It took inspiration from the practices of our subsidiary in Chile, a country in which worker sun exposure is subject to regulation. On the agenda: funding dermatologist consultations, educational supports, 15 minutes of safety and prevention information specifically on the risks of sun exposure, etc. This year, new "safety equipment" specifically for high UV index periods has been made available to employees working on the sites.

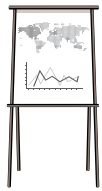
1. Being well prepared on site to limit risks.
2. Zero accidents is a priority for our sites.
3. Eurovia makes its employees aware of the risks related to UV rays.

## HUMAN RESOURCE MANAGEMENT

In 2012, Eurovia continued to recruit, and hired more than 5,500 new employees worldwide.



**43,000**  
EMPLOYEES



**760,000 HOURS**  
OF TRAINING GIVEN  
EVERY YEAR



**1,500 APPRENTICES**  
HIRED IN 2012



**60% OF EMPLOYEES**  
TAKE TRAINING  
EVERY YEAR

### RECRUITING AND DEVELOPMENT TALENT

Employee development is at the heart of our concerns. Worldwide, we offer integration, training and upgrading courses to ensure that our employees develop their skills and their employability.

Today, more than 80% of management comes from within the company. Operating in a very labour-intensive sector, with its traditional mixing of cultures and experiences, Eurovia ensures that diversity is taken into account in its employees, including management.

Training is essential for internal social mobility, and is organized in each country based on local procedures: on the road in Quebec, within centres in France, in Central Europe, in the United Kingdom and in Germany. In Gevrey-Chambertin (France), "Roadworks Mason Certificate" training, equivalent to the French vocational certificate, CAP, is recognized by the State.

In 2012, Eurovia organized the fifth edition of the "End-of-Study Projects" competition. More than 80 students entered, representing 15 French schools and universities. This event helps promote Eurovia among young engineers, of which nearly 150 are recruited every year in France.





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### INTERCULTURAL EXCHANGES

Based on the student exchange program model, Eurovia recently launched the Twinning Program. Goal: To foster intercultural exchanges while enabling two young employees from different countries to find out about each other's world over a period of 4 weeks. Twenty such exchanges were organized in 2012.

### INTEGRATING OUR YOUNG INDIAN ENGINEERS

To facilitate the integration of Indian teams who joined Eurovia in 2012 through the acquisition of NAPC, a customized training course was created. Designed especially for young newly recruited engineers, the program brings them to either France or the United Kingdom for an immersion internship lasting several months.

1. 80% of management comes from within the company.
2. Eurovia developed a voluntary training and tutorial policy for young employees.

## SOCIAL RESPONSIBILITY

We want to be a responsible player, integrated into the socioeconomic life of the local communities in which we operate.



**205**  
**EMPLOYEES**  
ARE PERSONALLY  
COMMITTED TO  
THE VINCI POUR LA CITÉ  
FOUNDATION SINCE 2002



**NEARLY**  
**3,000 GRANTS**  
HAVE BEEN AWARDED SINCE  
2002 TO THE CHILDREN  
OF EMPLOYEES IN FRANCE  
(EUROVIA FOUNDATION)

### LONG-LASTING RELATIONSHIPS

After setting up in a region, Eurovia's works divisions and subsidiaries have always built constructive, long-lasting relationships with local stakeholders. Collaboration, listening and dialogue are part of the everyday actions that mark life on the construction and operation sites in order to reduce the impact of our activities on the life of citizens as well as to preserve the environment.

Worldwide, Eurovia's subsidiaries and works divisions, and their employees are committed to many sponsorship and volunteer works, thus contributing to the development and well-being of local communities in the vicinity of our sites. These actions help make Eurovia a full-fledged player in the socioeconomic life of the areas where we work.

In Great Britain, several initiatives were carried out for schools, in particular, creating gardening plots for those involved in the Eco School project. In the Czech Republic, Eurovia participates in the national road accident prevention program for children. In North Carolina, our subsidiary supports a number of non-governmental organizations who work in education and the fight against poverty, just like in Poland where we collect and recycle clothing for the poor.







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**SOCIAL RESPONSIBILITY INDEX**

In the United Kingdom, since 2009, Eurovia has been on the Corporate Responsibility Index (CRI), a benchmark that measures the degree of corporate social responsibility. Since 2011, Eurovia UK has been in the Silver category, which shows the diversity of its indicators and the quality of its reporting.

**CZECH REPUBLIC: EUROVIA – A FRONT-LINE PARTNER OF THE KOLECKO FOUNDATION**

*"For the past three years, our Foundation has worked with Eurovia to make young children aware of the dangers of the road and traffic. Every year, we cross the country to offer primary schools and nurseries fun workshops on this topic. In September 2012, we taught 5,000 school children about safety and the risks of the road."*  
 Linda Jandova, Director, Kolecko Foundation

1. Volunteer renovation by Ringway of a stone bridge in the United Kingdom.
2. Twinning with Emmaüs Alençon under the VINCI Foundation.

## ENVIRONMENTAL RESPONSIBILITY

Our environmental strategy is in line with the planet's major environmental concerns. Since 2012, it comes with new management tools.



**60% OF OUR GRANULATE PRODUCTION IS FROM ISO 14001 CERTIFIED QUARRIES**



**4% DROP IN GREENHOUSE GAS EMISSIONS SINCE 2010**



**12,5% RECYCLED AGGREGATES IN OUR TOTAL 2012 PRODUCTION**

### REDUCING OUR CARBON FOOTPRINT

Eurovia's environmental policy focuses on three main areas: biodiversity, preservation of natural resources, especially through the expansion of recycling, and the fight against global warming by reducing energy consumption.

In 2012, a new milestone was reached in preserving biodiversity when an impact map was created showing that our activities were affecting local biodiversity. This work was carried out in France in 2012 with the scientific support of the Natural History Museum of Paris and as part of the National Biodiversity Strategy.

This process will gradually be deployed worldwide. Simultaneously, Eurovia has equipped itself this year with new tools to monitor its energy consumption and its greenhouse gas emissions. With improved data reliability and more refined data retrieval, our environmental reporting has become a valuable tool for planning and decision-making.





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**EFFECTIVE MANAGEMENT OF TRAVEL**

In the United Kingdom, our subsidiary has launched a program to save miles and reduce its impact on the environment. In 2012, by using car sharing and video conferencing, Ringway saved 74,040 miles, or 119,155 km.

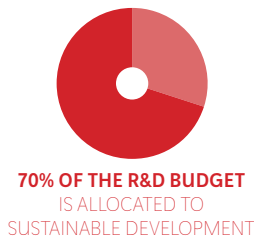
**CREATING AN EDUCATIONAL VINEYARD IN FRANCE**

In Meurthe-et-Moselle, our Sablières de la Meurthe quarry is a partner of the Axe Vert, inaugurated in September 2012. This is an awareness and educational component on the environment, part of which involves newly replanted vines on land leased by the quarry. This is a concrete example of local cooperation for the environment and communities.

1. Crossing points for animals over the A20.
2. Educational vineyards in Meurthe-et-Moselle.
3. Discovery of flora and fauna in our quarries.

## RESEARCH AND DEVELOPMENT

The main driver of our R&D policy is sustainable development: our innovations contribute to the protection of the natural environment, the security of the infrastructure and their durability.



### OFFERING TURNKEY SOLUTIONS

Eurovia plans to offer its clients global solutions for controlling costs and benefits from the latest innovations developed by its R&D team. Eurovia has increased its public-private partnerships through which it has a long-term public service mission (maintenance, retrofitting, etc.). We are therefore able to manage infrastructure throughout their life cycle and deliver the entire value of our innovations.

With a single international research centre dedicated to the sector and a technical network of more than 500 people, Eurovia is on the leading edge of innovation. Well known when it comes to creating user safety improvement solutions, Eurovia is also a pioneer on the market of warm mixes, which are a major step forward in terms of respecting the environment and ease of application. Another breakthrough innovation is currently being industrialized: Smartvia®, an intelligent road equipped with sensors that provide information on road conditions in real time and changes over time.





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### DO YOU KNOW THE COLOUR OF NOISE?

Already on the "quiet pavement" market with Viaphone®, Eurovia launched a research project on the colour of noise, i.e., all components above a certain decibel limit. Goal: To design mixtures that can absorb the most unpleasant noises.

### EUROVIA TAKES THE INNOVATION TRAIN

Our new bottom-rail tramway system received the Innovation Award from the "Services d'études sur les transports, les routes et leurs aménagements" (Sétra). Encased in a concrete slab, it requires less material and a lower application time. In 2012, it also was given a favourable opinion by the Institut français des sciences et technologies des transports, de l'aménagement et des réseaux (IFSTTAR).

1. Tests conducted in a laboratory in Chile.
2. Implementation of anti-pollution pavements, NOxer®, in Germany.
3. Viaphone® in the Czech Republic.

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