

HIGHLIGHTS 2018

# #EUROVIASTORIES





**01 – United States - November 2017**

Road repairs completed on a portion of Interstate 77 in Charlotte, North Carolina.

**02 – Germany - April 2017**

In Lower Saxony, work started to replace a 29.2 segment of the A7 (A-Modell) with a new three-lane dual carriageway infrastructure for VINCI Concessions.

**03 – Canada (British Columbia) - autumn 2017**

Installation of girders on the 208<sup>th</sup> Street Overpass in Langley above the Trans-Canada Highway.

**04 – France - June 2017**

Eurovia starts 12 months of work to upgrade 10 rest areas on the A4 in the Meuse region.

**05 – France - July 2017**

Biodiversity inventory at the Cauna quarry in the Landes region by a naturalist from Museum national d'Histoire naturelle (the French national natural history museum).





**01 – France – August 2017**

Renovation of runway 4 at Paris-Orly airport in Val-de-Marne completed.

**02 – Czech Republic – September 2017**

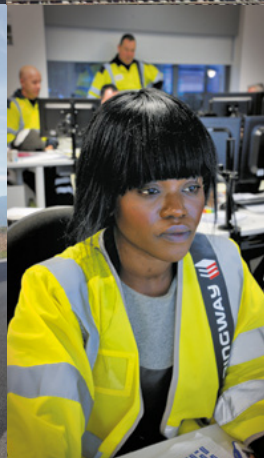
Planned opening of the new portion of motorway D3 linking Borek and Úsilné.

**03 – United States – 2017**

Eurovia is continuing the construction of the Northwest Corridor in Atlanta, Georgia, which is expected to be open for use in 2018.

**04 – Romania – 2017**

Maintenance work on a new national road in the Cluj region.



**01 - Spain - January 2017**

Commissioning of the link between motorways A30 and A7 in the province of Murcia.

**02 - Poland - September 2017**

Commissioning of segment S19 between the current Swilcza interchange and the new Rzeszów South (Kielanówka) interchange in the Pokarpackie Voivodeship.

**03 - France - autumn 2017**

Roadworks to reinforce the A8 and A52 in the Bouches-du-Rhône region for VINCI Autoroutes.

**04 - Chile - 2017**

Work continues in Calama - in the Antofagasta Region - and should be completed in 2018.



**4**  
**SECTORS**  
WORKS  
MATERIALS  
INDUSTRIES  
SERVICES





**PROFILE**

As a local partner, Eurovia, a subsidiary of VINCI, develops mobility solutions designed to enhance economic competitiveness and strengthen social bonds by designing, building, and maintaining transport infrastructure and fostering urban development.

Above all, Eurovia's story is the story of our 39,500 employees. Men and women, working at construction sites, quarries, recycling facilities, and production plants around the world, who help write the future of Eurovia and mobility through their stories.

Our stories are shared on the go.  
And are a source of great pride for us.  
Discover them at [stories.eurovia.com](https://stories.eurovia.com)

# EUROVIA AROUND THE WORLD

4

SECTORS

15

COUNTRIES

420

BUSINESS UNITS



- |                    |               |                |                     |
|--------------------|---------------|----------------|---------------------|
| 1 – Belgium        | 5 – France    | 9 – Luxembourg | 13 – Spain          |
| 2 – Canada         | 6 – Germany   | 10 – Poland    | 14 – United Kingdom |
| 3 – Chile          | 7 – Latvia    | 11 – Romania   | 15 – United States  |
| 4 – Czech Republic | 8 – Lithuania | 12 – Slovakia  |                     |

### REVENUE BY GEOGRAPHIC AREA

57%

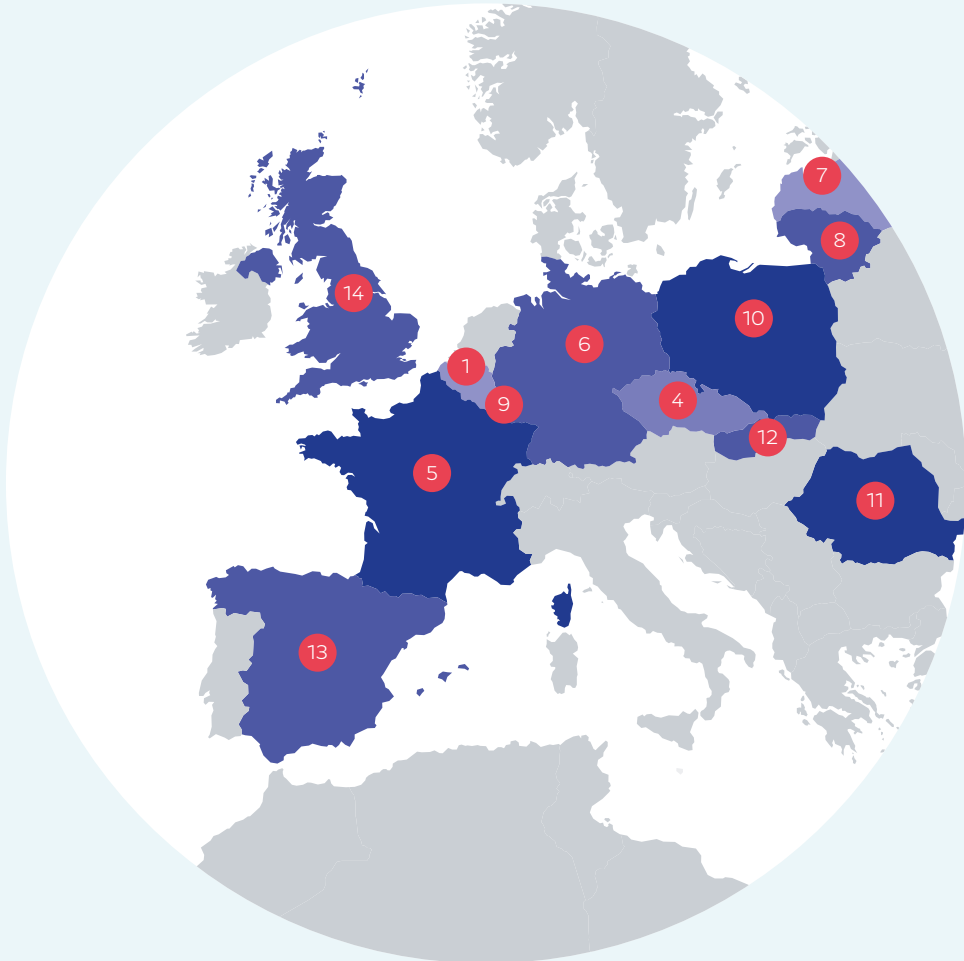
FRANCE

30%

EUROPE

13%

AMERICAS



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on [stories.eurovia.com](http://stories.eurovia.com)



# EUROVIA IN 2017

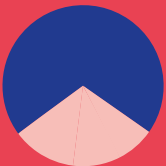
REVENUE

€ **8.1** BnOPERATING INCOME  
FROM ORDINARY ACTIVITIES€ **301** M

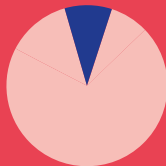
CASH FLOW

€ **455** M

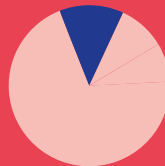
## REVENUE BY BUSINESS SECTOR

TRANSPORT  
INFRASTRUCTURE  
AND URBAN DEVELOPMENT**70%**

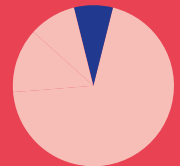
MATERIALS

**9%**

INDUSTRIES

**13%**

SERVICES

**8%**



Eurovia builds and maintains streets, roads, motorways, railways, tramways, airport runways and participates in the development of urban, industrial, and commercial sites. Thanks to its industries (production of materials, mixes and road equipment), Eurovia has complete control over the transport infrastructure construction value chain. Eurovia puts risk prevention and innovation at the heart of its action.



350

QUARRIES

Decorative background of red and white geometric shapes.



150

RECYCLING  
AND RECOVERY  
PLATFORMS

Decorative background of red and white geometric shapes.



388

MIX, BINDER  
AND ROAD  
EQUIPMENT PLANTS

Decorative background of road signs and traffic cones.



39,500

EMPLOYEES

Illustration of five workers in various uniforms.



42,000

WORKSITES

Decorative background of traffic cones.



60,000

KILOMETRES OF  
ROADS UNDER MAINTENANCE  
CONTRACTS

Decorative background of a red road with dashed lines.



# MESSAGE FROM PIERRE ANJOLRAS

A portrait of Pierre Anjolras, a middle-aged man with short dark hair, smiling. He is wearing a dark blue suit jacket, a light blue dress shirt, and a blue patterned tie. The background is a solid red color.

**PIERRE ANJOLRAS**

PRESIDENT, EUROVIA

**BUILDING TOGETHER...** that is what has been driving Eurovia's people in 2017, to best serve our customers as well as those who use the transport infrastructure and urban developments we build. For the first time in five years, Eurovia's revenue rose year on year to reach €8.1 billion. Our main markets in France, Central Europe and North America are all extremely buoyant with strong growth prospects, upheld by a considerable need to renew transport infrastructure. In this environment, Eurovia has become more competitive and improved its performance, building on its strong local roots and proximity to its customers, as well as its inspiring decentralised management approach.

Our drive for operational excellence places a strong emphasis on **SAFETY**, our top priority. Our comprehensive and demanding prevention system is applied each day through the active involvement of management and our teams. Indeed, in 2017, Eurovia's 39,500 employees took part in the 5<sup>th</sup> annual International Safety Day across 15 countries.

At the same time, Eurovia continues its strong drive for **INNOVATION**. The launch of Power Road®, a road for positive energy, is a perfect illustration of our efforts. With Power Road®, Eurovia is encouraging the development of new features for transport infrastructure. Current and future developments focusing on fully recycling road surfaces with "the 100% recycled road" is just one example of Eurovia's ability to develop solutions with significant added value for the environment. In addition, digital technology is helping to develop new services related to the mobility of tomorrow and self-driving vehicles. Quite apart from the resulting technical progress, encouraging all forms of innovation is a means of optimising performance and the highest quality of service for our clients and partners, as well as all stakeholders.

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“Encouraging all forms of innovation is a means of optimising operational performance.”

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# GOVERNANCE

## EXECUTIVE COMMITTEE

ALONG WITH THE PRESIDENT, THE EXECUTIVE COMMITTEE INCLUDE MANAGERS IN CHARGE OF SUPPORT FUNCTIONS AND EXECUTIVE DIRECTORS IN EUROVIA'S OPERATING REGIONS.



**PIERRE ANJOLAS**

EUROVIA PRESIDENT

"Innovate constantly to respond even better to everyone's needs and develop new infrastructure functionalities such as the Power Road®, the positive energy road."



**LUDOVIC DEMIERRE**

HUMAN RESOURCES AND SUSTAINABLE  
DEVELOPMENT DIRECTOR

"Provide those who join Eurovia with on-the-job training and opportunities to fulfil their potential."



**PATRICK JUTIER**

CHIEF FINANCIAL OFFICER

"Surround yourselves with the best experts to maintain our Group's performance level."

## THE STEERING COMMITTEE

THE COMMITTEE INCLUDES THE EXECUTIVE COMMITTEE MEMBERS AS WELL AS THE FOLLOWING MEMBERS (AS AT MAY 1<sup>ST</sup>, 2018):

**UWE ARAND** Executive Director, Eurovia GmbH (Germany) **ROBERT BELLO** Delegate Director, Île-de-France/Normandie Region (France) **LUC BODSON** Delegate Director **MARTIN BOROVKA** Chief Executive Officer, Eurovia CS (Czech Republic and Slovakia) **ALAN CAHILL** President, Hubbard Group (United States) **PHILIPPE CAZES** Delegate Director, Specialised Subsidiaries **JEAN-MARIE DAYRE** Chairman of the Supervisory Board, Eurovia GmbH (Germany) **NICOLAS DEPRET** Director of Eurovia's Activities in Poland **DIDIER DESCHANEL** Chief Innovation and Digital Transformation Officer **FABRICE GUÉGAN** President of ETF **KEITH JAMES** President of Carmacks (Alberta, Canada) **CHRISTOPHE JOZON** Delegate Director, Materials and Industries **CHADI KHALED** President of Eurovia in Latvia, Lithuania and Romania **TANGUY LE BLAY** Delegate Director, Ouest/Antilles Region (France) **CHRISTOPHE MINIER** Delegate Director Nord-Est/Belgique Region **PIERRE MONLUÇQ** Delegate Director Centre-Est Region (France) **MIGUEL MUSALEM** Executive Director, Bitumix (Chile) **MAXENCE NAOURI** Director of Communications **CARLOS ORTIZ QUINTANA** Chief Executive Officer, Eurovia Spain (Spain) **KIM PERCY** President of BA Blacktop (British Columbia, Canada) **PHILIPPE PRINCET** Director of International Development **ÉRIC ROUFFET** Delegate Director, Major Road Schemes and Centre-Aquitaine Region (France) **JÉRÔME THIBAUT** Delegate Director, Sud Region (France) **JEAN-NOËL VELLY** Director of E-Cube Programme **CHRISTOPHE VERWEIRDE** Executive Vice-President, Eurovia Canada responsible for Quebec and Major Projects in North America **SCOTT WARDROP** Chief Executive of Eurovia UK (United Kingdom)



**XAVIER NEUSCHWANDER**

CEO EUROPE,  
RAIL AND SPECIALITIES

"Invent and invest in new materials that deliver real solutions to our clients and our employees."



**JEAN-PIERRE PASERI**

CEO EUROVIA FRANCE

"Sponsor students, make them understand our business sectors and the team spirit of our companies to give them the desire to join us."



**PATRICK SULLIOT**

CEO, AMERICAS  
AND UNITED KINGDOM

"Use our local knowledge and the Group's expertise to meet to challenges both in our daily operations and on major projects."

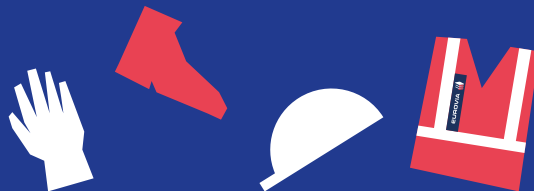
# ACCIDENT PREVENTION

## HEALTH AND SAFETY

At Eurovia, our employees' health and safety are our priority. We are striving to establish a shared culture of accident prevention among all employees in the Group. To that end, for the past five years, we have strongly supported an approach designed to prevent potential accidents, familiarly known as "near misses." By acting on root causes, we can stop potential accidents from occurring – this is the purpose of this approach.

Our efforts to alter our equipment, enhance work techniques, and improve working conditions have positioned us as the leader in our sector in this regard.

Responsibility & accountability, team work, and innovation – these are the values that underpin Eurovia's culture of accident prevention. Let us all put these values into action every day.

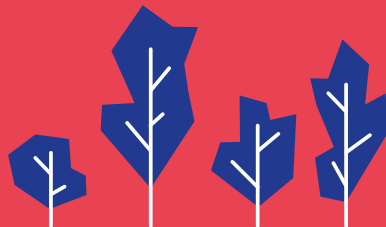




# THE ENVIRONMENT AND GREEN GROWTH

In each one of its activities, Eurovia aims for environmental excellence. Our corporate project is designed to support eco-friendly development. It is based on a strong interconnection between the creation of economic value and the safeguarding of environmental equilibrium. We have set as our objectives to reduce CO<sub>2</sub> emissions, be a leading player in the circular economy, and preserve biodiversity.

These objectives shape our innovation policy and new service offers, such as energy-positive roads, as well as the development of new business lines, such as ecological engineering and the recycling of materials. Our environmental excellence initiative requires personal involvement from all Eurovia employees.



# ETHICS AND COMPLIANCE

Responsibility and Accountability are key values for Eurovia.

Wherever we operate around the world, we are driven by the same will to conduct ourselves in an exemplary manner with respect to all our stakeholders.

All Eurovia employees act in compliance with all applicable regulations, reinforced by the requirements set out in the VINCI Code of Ethics and Conduct which defines our best practices.

The success, development and sustainability of Eurovia require strict compliance with these best practices by everyone, without exception.

## OUR VALUES



CLIENT  
SATISFACTION



ENTREPRENEURSHIP



RESPONSIBILITY  
& ACCOUNTABILITY



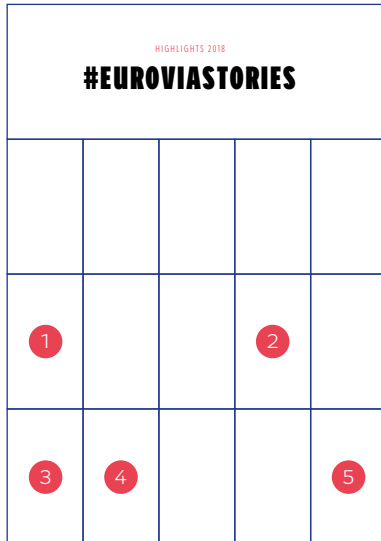
TEAM WORK



INNOVATION



SAFETY



**Cover**

**01 – France - July 2, 2017**

Commissioning of the South-Europe Atlantic high-speed rail line. Now, Bordeaux is just two hours from Paris.

**02 – Chile - November 2, 2017**

Michelle Bachelet, President of the Republic of Chile, inaugurated Line 6 of the Santiago Metro.

**03 – United Kingdom - May 2017**

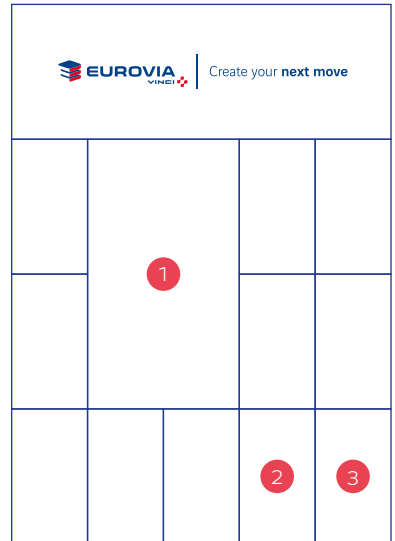
Inauguration of the new fountain at Queen Victoria Square in Hull, England.

**04 – France - June 2017**

End of work at the new ATA logistics base located on the Heudebouville (Eure) site.

**05 – France - July 2017**

Completion of a new Altivia® – asphalt adapted to the specificities of high altitudes – test strip for the Haute-Savoie department.



**Back**

**01 – France - July 2017**

Tour de France racers took several roads which had been redone the previous spring, in particular the Col de Vars and the mythic Col d'Izoard in the Hautes-Alpes.

**02 – France - November 22, 2017**

Eurovia France's Graduation Project Challenge award celebrated 10 years

**03 – Canada (Saskatchewan) - October 2017**

Completion of the first section of a highway bypass project in Regina, the capital of Saskatchewan, between Balgonie and Highway 33 for VINCI Concessions.

**April 2018 - 8,500 copies**

**Production:** Content Design Lab

**Photos:** Jonathan Alexandre, Willy Berré, Christian Dao, Matthieu Engelen, Espace Photo, Latitude Drone, Spencer Griffiths, Axel Heiss, Marcelo Hernandez/Atonchile, Pascal Le Doaré, Céline Levain, Michel Martini, Samuel Moraud, Richard Nourry, Tadeusz Pozniak, Selim Aksan, Francis Vigouroux, P. Banczerowski/CAPA/VINCI Concessions photo library.



**01 - Lithuania**  
**- summer 2017**

Eurovia pursues major rehabilitation works on the runway of the airport in the country's capital, Vilnius.

**02 - Canada (Quebec) - 2017**

Repair works on Dubuc Bridge, the main link in the Saguenay - Lac Saint-Jean region in Quebec.

**03 - France - May 2018**

Installation of a signal gantry in the Épinay-sur-Seine station in Seine-Saint-Denis.



**01 - France - summer 2017**

Equipment delivery on the renovation site of the Temple-Écrins sanctuary in the Isère region.

**02 - France - March 10, 2017**

Inauguration of the A9 after 3 years of construction on behalf of VINCI Autoroutes, 6 months ahead of the initial schedule.

**03 - France - 2017**

Eurovia continues its work of deconstruction as part of a large modernisation project in a mineral water factory in the Haute-Savoie region.

**04 - France - May 2017**

Eurovia completes the Pernod Ricard University campus exterior on the Voisine (Yvelines) grounds.

**05 - France - December 2017**

Work to replace a road in a dense zone in Villemeisson-sur-Orge in Essonne.







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