

2020 HIGHLIGHTS

EUROVIA STORIES



SOMMAIRE

LOCAL PARTNER

— PAGE 01

STORIES ABOUT PEOPLE STRIVING FOR EXCELLENCE

— PAGE 02

STORIES ABOUT REGIONS ON THE MOVE

— PAGE 06

STORIES ABOUT IDEAS SHAKING THINGS UP

— PAGE 10

MESSAGE FROM THE PRESIDENT

— PAGE 14

EXECUTIVE COMMITTEE

— PAGE 16

EUROVIA IN 2019

— PAGE 18

COMMITMENTS AND VALUES

— PAGE 20

AS A LOCAL PARTNER,

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

Eurovia's story is first and foremost a story about its 45,000 employees at worksites, quarries, recycling centres and plants. It's also a story about the regions we support to best meet their needs. And it's a story about new ideas and the trials we are rolling out to shape the future of mobility.

STORIES ABOUT PEOPLE STRIVING FOR EXCELLENCE



OUT LIVING ENCE



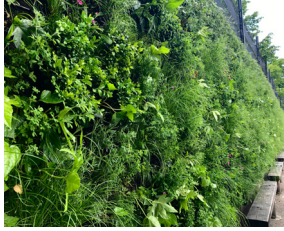
#STORY 01

BUILDING CAREERS. Today, Dave is a paver-finisher operator in the EIL Île-de-France Livry-Gargan division. Yet, it wasn't studying for his vocational high school diploma in sales and marketing that led him to a career in public works. In February 2019, after job hunting for some time, Dave joined the STEP programme, a regional strategy to help people into employment that is supported by the VINCI Insertion Emploi (VIE) scheme. The idea is to assist ten people every year who are seriously struggling to find work by offering them a 6-month fixed-term contract and training, initially in interpersonal and organisational skills, then in technical skills. Participants are then oriented towards the profession of their choice. At the end of his fixed-term contract, Dave was offered a permanent position on 1 October 2019, and he's really enjoying working at Eurovia.

#France #Integration

#Talent #Success

#STORY 02



WORKING FOR THE COMMUNITY.

On 29 June 2019, the living wall was officially opened at St Mary's primary school in Chiswick (Hounslow, London).

Made up of 12,000 plants, the wall is the largest of its kind to be installed in a school in the UK. It's located along the side of the playground in what is one of the 50 most polluted schools in London due to its proximity to the M4 motorway, on which 100,000 vehicles drive every day. The wall was a real community project, championed by parents of pupils, local councillors and businesses, including Hounslow Highways (Eurovia). The wall filters 95% of the pollution created by vehicles in the district.

#UK #Community #Environment

#STORY 03



FOCUSING MINDS ON SERVING USERS.

In 2023, the T10 tram connecting Antony and Clamart just south of Paris will be commissioned, benefiting 175,000 residents, 60,000 of whom are employed along the route. To keep up with the rising numbers of future users and transform local mobility, Antoine, Director of the rail part of the project, and the teams from ETF, alongside their colleagues from Eurovia for the road part of the project, will work relentlessly for four years.

#Rail #France #Mobility #Tramway #Teamwork

#STORY 04



SUPPORTING EMPLOYEES. In Chile, a unique medical care programme is offered to employees of Bitumix Sur in Concepción. A total of 61 employees from the divisions in Chillán, Los Ángeles, Concepción and Lautaro were given free eye check-ups in July and August 2019. They were therefore able to easily undergo a full eye assessment, for the first time ever for many, in order to diagnose and treat any problems. This initiative was overseen by the state body Chile Crece Contigo, a comprehensive child protection programme that seeks to accompany, protect and support children and families.

#Chile #Health #Safety #CSR

EUROVIA'S DIRECT, INDIRECT AND INDUCED CONTRIBUTION IN FRANCE:

0.3%
OF GDP

111,650
JOB'S SUPPORTED BY EUROVIA IN FRANCE IN 2018*

**Source: Utopies study at 31 December 2018*

#STORY 05

**CARING FOR NATURE.**

Employees from the Durance Granulats quarry in Peyrolles (southeast France) joined forces to spend an afternoon picking up rubbish along the banks of the Durance river, sadly a popular site for fly tipping. The Peyrolles quarry decided to help clean up this natural area by organising a team challenge to see who could pick up the most rubbish. The 80 employees who took part collected more than 5 tonnes of waste over an area spanning 25 hectares. They found a variety of objects, including tyres, metal plates, plastic containers, glass bottles and even a typewriter completely covered in rust, which of course were sent to the various specialist processing centres.

**#France #Recycling
#Responsibility #Community
#Volunteering**

#STORY 06



FOSTERING COMMUNITY SPIRIT. For the second year running, Cold River Materials (Eurovia USA) hosted the annual Fall Mountain Food Shelf charity event at one of its warehouses in New Hampshire. The event consists of distributing Thanksgiving meal packages to people in need. At the 2019 event, volunteers prepared over 1,000 packages containing the basic ingredients needed to make a traditional Thanksgiving dinner. After discovering two years ago that the Fall Mountain Food charity no longer had a venue from which to distribute food on an annual basis, Gary Patch, the Operations Manager at Cold River Materials, played a key role in organising the event. Since then, the teams at Cold River Materials — assisted by their colleagues from Northeast Paving in Massachusetts — have not only provided a venue, but also played an active role in this event that brings together the local community.

#US #Solidarity #TeamSpirit #Volunteering

STORIES ABOUT REGIONS ON THE MOVE



OUT

#STORY 01

DEVELOPING URBAN AREAS.

At the beginning of 2019, teams from Eurovia undertook the bulk of urban development works along the T9 tram line, which will connect the south of Paris to Orly town centre from the end of 2020. The most impressive phase of the project took place in 2019; at 30 different sites along the 10 km of track, some 300 Eurovia employees built pavements and road surfaces adjacent to the tram line. They worked to create a public space that better accommodates all users, with cycleways along the entire line, a greater number of safer and more accessible footways and intersections, as well as four main squares that feature natural stone that were designed by architects to highlight the towns along the route. In summer, teams went beneath the tram line to carry out the other half of the project (underground and surface development works). The project will be completed with the preparation of the tramway platform itself.

#France #Tram #Mobility
#Mobilisation #XXLWorksite



#STORY 02

**FORMING LONG-TERM PARTNERSHIPS.**

In 2019, TREV-2 Grupp (Eurovia in Estonia) was awarded a five year contract to provide maintenance services on national roads in Jõgeva County. The contract covers 1,139 km of roads and 54 bridges and will come to an end on 30 September 2024. It includes winter maintenance, regular maintenance services and infrastructure repair.

In Estonia, the state owns a total of 16,605 km of road. With this new contract, TREV-2 Grupp now maintains 4,337 km of national road — or 26% of the country's total road network.

[#Estonia](#) [#RoadMaintenance](#) [#Trust](#)

#STORY 03



LAYING THE FOUNDATIONS FOR COMMUNITY LIFE. Teams from Eurovia Germany worked in a historic setting in 2019 when they completed redevelopment work at the Bauhaus Museum in Weimar, dedicated to the famous 1920s school of applied arts and architecture. The city wanted to celebrate the 100 year anniversary of Bauhaus by creating a new building for the museum, located in the birthplace of the artistic movement. The esplanade adjacent to the museum was redeveloped to create areas to meet, relax and hold events. The Eurovia Germany teams replaced all road infrastructure and urban installations across an area of 9,500 m². They laid down sanded coloured asphalt mix and installed natural stone paving. A “plaza within the plaza” was also created with high-quality dolomite marble slabs and bronze edges.

[#Germany](#) [#UrbanDevelopment](#) [#Heritage](#)

#STORY 04

**CONNECTING REGIONS.**

In the capital city of the province of Saskatchewan, Canada, the Regina bypass was inaugurated on 28 October 2019. The project is a tangible demonstration of the VINCI Group's construction concession model, harnessing synergy through the expertise of its subsidiaries: Eurovia (Carmacks), VINCI Concessions, VINCI Construction (Soletanche Freyssinet, VINCI Construction Terrassement) and VINCI Energies. VINCI Concessions and Carmacks, Eurovia's Canadian subsidiary, will manage and maintain the infrastructure for 30 years. The new bypass will improve road safety, reduce traffic congestion and encourage economic growth in the province by offering faster and more reliable access to Saskatchewan's three main roads: the Trans Canada Highway and Highways 6 and 11.

[#Canada](#) [#Synergy](#)
[#Maintenance](#) [#RoadSafety](#)
[#EconomicGrowth](#)

#STORY 05

**UPGRADING INFRASTRUCTURE.**

In June 2019, Eurovia was awarded the contract to renovate a 6 km railway line between the Smichov railway station in the south of Prague, Czech Republic, and the town of Černošice, southwest of the capital. This section, which lies along a very busy line, is part of the Czech Republic's third railway transit corridor. The project is designed to improve safety and traffic flow. Speed will be increased to 100-130 km/h for conventional trains and 120-140 km/h for tilting trains. The works, set for completion in June 2022, will apply alternating traffic interruptions to reduce disruption for users.

[#CzechRepublic](#) [#RailWork](#) [#UserSafety](#)

15,000
PASSENGERS
PER DAY ON THIS
RAILWAY EAST OF
PRAGUE

STORIES ABOUT IDEAS SHAKING THINGS UP



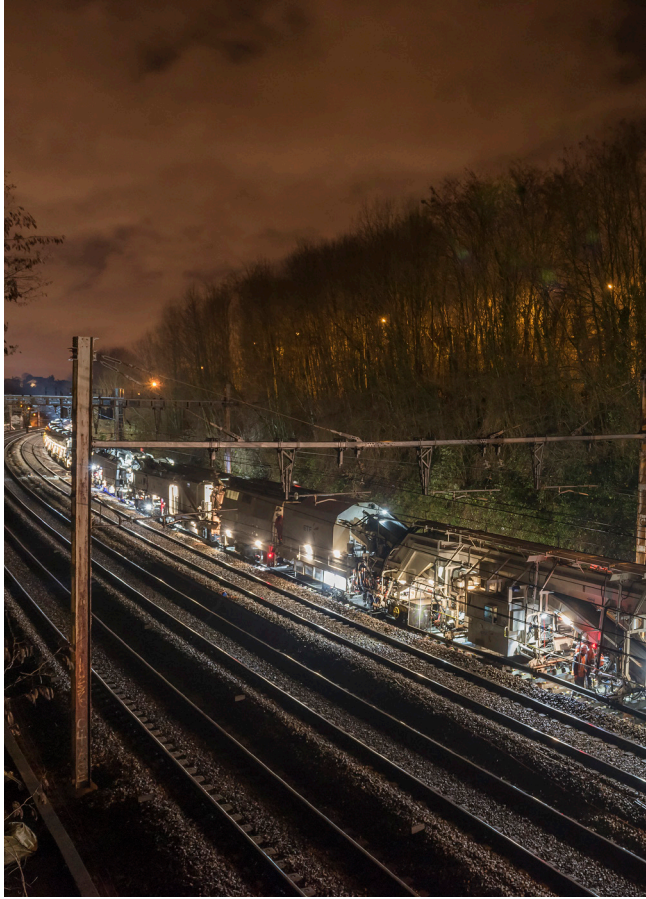
OUT NG



#STORY 01

USING AUTONOMOUS VEHICLES TO PAINT ROAD MARKINGS. Eurovia and its subsidiary, Euroliners, have introduced an autonomous vehicle for road pre-marking and marking operations. Eurovia should roll out up to 13 of these vehicles, which use technology that was patented in July 2019 after more than a year of research. Surveying and pre-marking operations are key stages in road marking. Currently, these tasks are still typically carried out manually. This innovation guarantees flawless quality due to the centimetre accuracy of the data transmitted to the vehicles. It also enhances safety, as employees are no longer exposed to the risks created by simultaneous movement of machinery and road traffic.
#Innovation #AutonomousVehicle #Safety #Flawless #SpecialisedSubsidiaries

#STORY 02



SERVING USER COMFORT.

ETF's high output renewal trains are like factories on wheels that are used to replace all components of a railway track as quickly as possible, minimising disruption to rail traffic. They can renew almost one kilometre of track per day, far more than the daily maximum of 150 metres through standard techniques. In 2019, one high output renewal train was used to upgrade and maintain railway infrastructure in the Paris region. It regenerated lines C and D of the RER as well as the H railway line, enhancing comfort for passengers. Environment was also a key consideration in all initiatives; for example, the ballast and sleepers will be recycled and reused in other projects.

#France

#HighOutputRenewalTrain

#Maintenance #ETF

#STORY 03



BRINGING NATURE BACK TO WORKSITES.

Eurovia Polska launched the "green spaces" project in Poland in 2019, to develop planted areas on industrial sites. The aim is to create attractive environments, with plants that help limit airborne dust movement. The project was launched in Ostrów Wielkopolski and Stryków, where the ground was cleaned and irrigation systems installed. In Ostrów Wielkopolski, 15 Himalayan birch, 45 Old Gold Juniper, 3 ornamental cherry plum trees, a hawthorn and a fir tree have all taken root, as well as 22 different species of ornamental grasses. Meanwhile, in Stryków, 1,000 m² of ground has been covered with 45 cedars, 20 Serbian spruces and 20 birch trees. More planting has been planned for 2020.

#Poland #Industry #Biodiversity

40%

**EUROVIA AIMS TO
REDUCE THE CO₂
EMISSIONS OF ALL
OF ITS OPERATIONS
BY 40% BY 2030**

#STORY 04



RECYCLING. In 2018, Eurovia revealed the world's first ever fully recycled road. In 2019, this technology was put to use restoring a number of roads in the Charente department, with a particularly high recycling rate of 70% — far outstripping the usual rate of 50% for this type of project. The Eurovia division in Angoulême milled the

departmental roads (surface and base layers) before transporting the asphalt aggregates from the old road surface to the mobile asphalt plant, TRX100%, which recycled them near the worksite and produced a new asphalt mix, adding just 30% extracted minerals. The new 70% recycled asphalt mix was then transported to the worksite and used by the teams.

**#France #Recycling #CircularEconomy
#Innovation #LocalPartner**

#STORY 05

ESTABLISHING SHORT SUPPLY CHAINS.

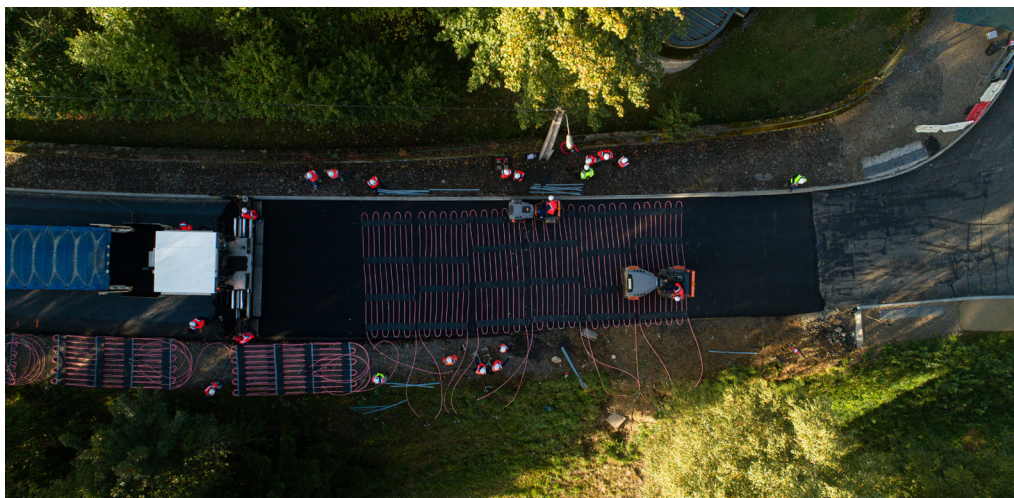
PolyBitumens, a new ultra modern Eurovia UK production plant in Thurrock, England, was inaugurated on 6 March 2019, with the aim of improving the British road network's long term durability and resilience. This industrial facility will produce polymer modified bitumen and emulsions for high performance surface treatments. The production of material in Thurrock, to be used on roads in southern England — specifically in the Home Counties and Greater London — will reduce the need for long distance transport as, until now, these materials came from plants in the North West of England. This change will save an estimated 760,000 vehicle-kilometres each year, helping to reduce the

UK's carbon footprint.



**#UK #Industry #HighTech
#ReducedCarbonFootprint**

#STORY 06



MAKING ROADS AN ENERGY SOURCE. Two years after the launch of Power Road®, the positive energy road, development has ramped up. In the Corrèze department, the 660 m² of Power Road® surface installed in 2019 will be connected to Égletons's district heating system (biomass and waste recovery unit), which will make it possible to remove snow and ice from the road. With seven projects rolled out (in Prague in the Czech Republic and Saint-Arnoult-en-Yvelines, Pontarlier, Olonzac, Fleury-sur-Orne, Feurs and Égletons in France) and more than 50 under consideration, Power Road® has shown itself to be an optimised low carbon solution that integrates into the energy mix perfectly. The success of these projects has also brought to life the idea of optimising existing road infrastructure by giving them an additional function.

#Innovation #PowerRoad #RoadOfTheFuture

MESSAGE FROM THE PRESIDENT

"EUROVIA
HARNESSES ITS
CONSIDERABLE
EXPERTISE AND
LOCAL PRESENCE
IN MARKETS
DRIVEN BY
RISING DEMAND
FOR MOBILITY."



After significant **growth** in 2018, Eurovia recorded even more striking expansion in 2019, with revenue up by 14.3% and exceeding €10 billion. Half of this progression is the result of our external growth, mostly due to our acquisition in late 2018 of the plants and paving activities from Lane Construction **in the US, which is now Eurovia's second largest market** after France.

We also saw sustained growth in France, as in most of our other markets in Europe and the Americas. Eurovia harnesses its considerable expertise and the local presence of its networks in markets driven by rising demand for mobility and

numerous urban development projects. The rise of our revenue goes hand in hand with renewed improvement in the quality of our results, above the current standards of our industry.

We undertook a new stage of our business plan, **“Building Together”**, setting out our internal rules and ways of working shared by all of our entities all over the world, in every one of our four business lines — aggregates, industries, works and maintenance services — as well as our Group wide priorities, chiefly safety, ethics and environment.

To that end, our management team and all our employees work together to achieve our shared objectives for overall performance, which are applied to each of our 500 business units in their strategic annual business plans. In addition, the roll out of a new digital landscape in 2020 will connect all parts of the company and improve operational performance by simplifying team work on jobsites and production sites.

Looking to the environment, Eurovia has set itself the target of **reducing the CO₂ emissions of all its operations by 40%** by 2030.

Actively involved in the **circular economy** worldwide and leading the way in France for recycling construction materials, Eurovia possesses a network of 150 recycling platforms, where it implements integrated solutions to develop the circular economy and reduce the usage of natural mineral resources. Furthermore, perfecting recycling techniques will open the door to infinite sources that take nothing from nature.

In terms of **protecting biodiversity**, in order to reduce the environmental impact of quarries — both during and after their exploitation — Eurovia has been working with the French National Museum of Natural History since 2012 to conduct biodiversity surveys and draw up preservation plans, implemented with the help of local nature conservation organizations.

Beyond reducing our impact, we are also actively contributing to innovating in the area of green growth. Take, for example, **Power Road®**, a solution that transforms roads so they can harness thermal energy. It has been rolled out at seven sites in France and other European countries for a number of uses, such as clearing snow and heating swimming pools and buildings, confirming the technology’s viability. Furthermore, we have been using **very high rates of recycled materials to replace road surfaces**, reaching a world first in 2018 by rolling out a fully recycled motorway. New clients have also been won over by our approach; in 2019, we reached recycling rates of 70% while working on departmental roads in western France. In addition to these impressive new technological solutions that we develop with our international research centre in Bordeaux, we use our innovation platform, Eurêka! to promote participatory innovation and the sharing of best practices in our operational entities.

PIERRE ANJOLRAS
PRESIDENT OF EUROVIA

EXECUTIVE COMMITTEE

"The energy and environmental transition are a key focus for Eurovia; they will have a huge effect on our overall performance."

Pierre Anjolas

#President @Eurovia_Group



"More than a network of autonomous operational entities, we are a unified group; first and foremost, we define ourselves by our shared approach and way of working."

Patrick Jutier

#ChiefFinancialOfficer

"Eurovia is ramping up operations all over the world, rolling out techniques that lower the environmental impact of its works and industrial activities."

Robert Bello

#ChiefExecutiveOfficer #France



"Safety is our utmost priority and this is reflected not only in our approach to major risks, but also everyone's rights and responsibilities."

Ludovic Demierre

#HumanResources and
#SustainableDevelopment #Director

"We are a growing group and as we develop internationally, we are taking the time needed to integrate new teams and establish a unified structure."

Patrick Sulliot

#ChiefExecutiveOfficer
#Americas #UK



"There is an increasing need to upgrade and maintain mobility infrastructure and urban amenities."

Jean-Pierre Paseri

#ChiefExecutiveOfficer #Europe



"We innovate to make our complex projects safer and more efficient and provide infrastructure that accommodates new uses, such as autonomous vehicles."

Philippe Chavent

#ChiefExecutiveOfficer #Rail and #Specialties



THE STEERING COMMITTEE

is made up of the Executive Committee and the following members (as at 1 February 2020):

CLAIRE ABRY Director of Human Resources (France) **LUC BODSON** Delegate Director **SÉBASTIEN BODÉ** Delegate Director of Specialised Subsidiaries **MARTIN BOROVKA** President and Chief Executive Officer, Eurovia CS (Czech Republic and Slovakia) **ALAN CAHILL** President and CEO, Hubbard Group (United States) **PHILIPPE CAZES** Delegate Director Île-de-France/ Normandy region (France) **SOPHIE CHANIN** Treasury Director **TOM CRAFT** Senior Vice President, Hubbard Group (United States) **JEAN-MARIE DAYRE** Chairman of the Supervisory Board, Eurovia GmbH (Germany) **NICOLAS DÉPRET** Director of Eurovia's activities in Poland **DIDIER DESCHANEL** Innovation Director **IVAN DROUADAINE** Technical and Research Director **ALAIN DUCOUSO** General Counsel **FRANCK DUPONT** Bitumen and Purchasing Director **AUDREY DUSSOL** Tax Director **HERVÉ GASTE** Compliance Officer, Eurovia Group **FABRICE GUÉGAN** President, ETF **KEITH JAMES** President, Carmacks (Alberta, Canada) **MARC JONCAS** Vice President of Operations, Eurovia Quebec (Canada) **CHRISTOPHE JOZON** Head of Aggregates and Industries **CHADI KHALED** President of Eurovia in Latvia, Lithuania and Romania **RODNEY LANE** Senior Vice President, Eurovia Atlantic Coast (United States) **FRANÇOIS-XAVIER LAUMONIER** President and CEO of BA Blacktop (British Colombia, Canada) **TANGUY LE BLAY** Delegate Director Western France and French West Indies (France) **TIM LORENZ** Chief Executive Officer, Eurovia GmbH (Germany) **CLARA LORINQUER** Environment and Quality Director **CHRISTOPHE MINIER** Delegate Director for North-eastern France and Belgium **JEAN-LUC MITRY** Management Accounting Director **PIERRE MONLUCQ** Strategic Marketing Director **SÉBASTIEN MORANT** President of Eurovia Canada in charge of Quebec and large scale projects in North America **MIGUEL MUSALEM** Executive Director, Bitumix (Chile) **MAXENCE NAOURI** Director of Communications **FRANCK OLLIVIER** Director of Risk Prevention and Health and Safety **CARLOS ORTIZ QUINTANA** Chief Executive Officer, Provisa (Spain) **OLIVIER PELLET** Director of IT Systems **ÉRIC ROUFFET** Delegate Director for Major Road Schemes and the Centre-Aquitaine region (France) **DIDIER THÉVENARD** Director of Equipment **JÉRÔME THIBAUT** Delegate Director for Southern France **BENOÎT TRICART** Consolidation and Accounting Director **JEAN-NOËL VELLY** E-Cube programme Director **CHRISTOPHE VERWEIRDE** Delegate Director for Central Eastern France **SCOTT WARDROP** Chief Executive, Eurovia UK (United Kingdom) **BRIAN WEBB** Senior Vice President, Blythe (United States)

EUROVIA IN 2019

REVENUE

€10.2_{BN}

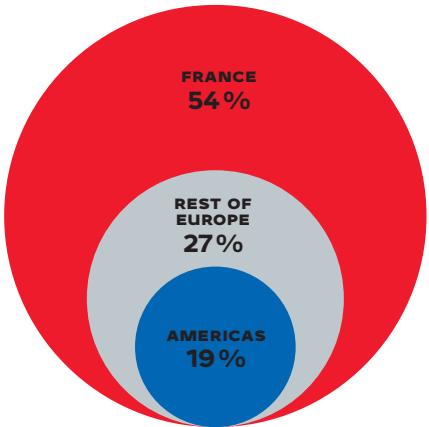
OPERATING INCOME
FROM ORDINARY
ACTIVITIES

€430_M

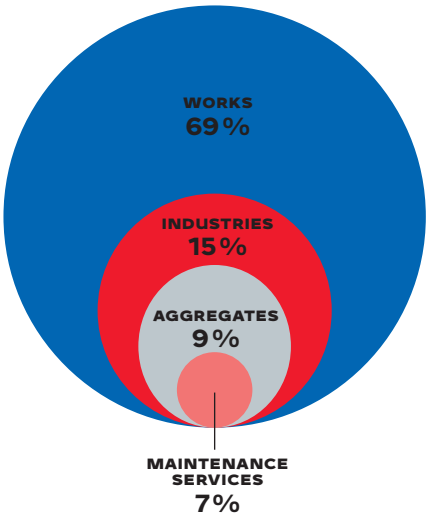
CASH FLOW

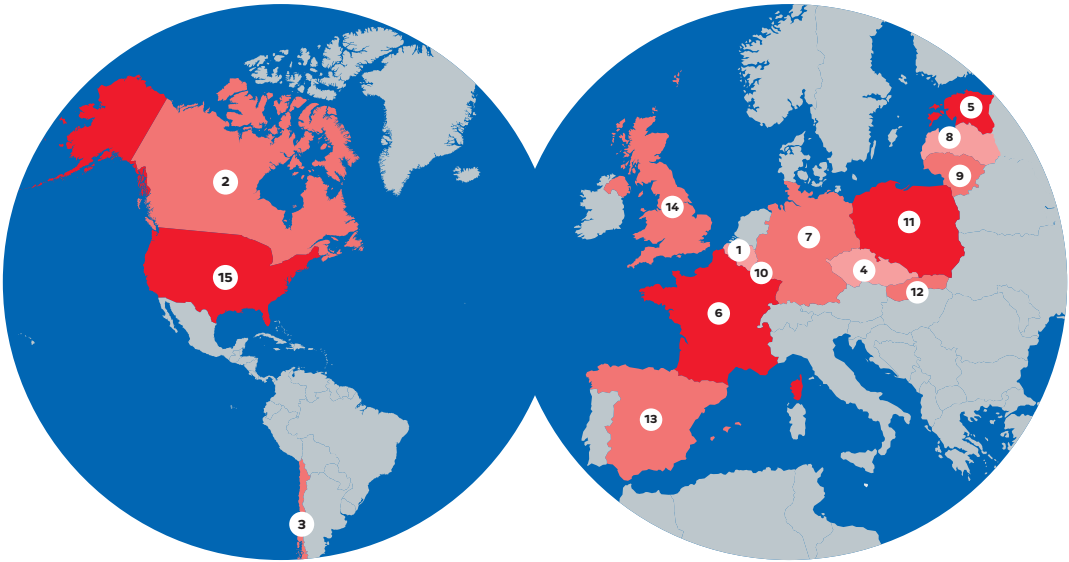
€694_M

REVENUE BY
GEOGRAPHIC AREA



REVENUE BY
BUSINESS LINE





- | | | | |
|--------------------|-------------|-----------------|---------------------|
| 1 - BELGIUM | 5 - ESTONIA | 9 - LITHUANIA | 13 - SPAIN |
| 2 - CANADA | 6 - FRANCE | 10 - LUXEMBOURG | 14 - UNITED KINGDOM |
| 3 - CHILE | 7 - GERMANY | 11 - POLAND | 15 - UNITED STATES |
| 4 - CZECH REPUBLIC | 8 - LATVIA | 12 - SLOVAKIA | |

45,000
EMPLOYEES

15
COUNTRIES

500
BUSINESS UNITS

355
QUARRIES

150
RECYCLING
AND RECOVERY
PLATFORMS

440
MIX, BINDER
AND ROAD
EQUIPMENT PLANTS

40,000
TRANSPORT
INFRASTRUCTURE AND
URBAN DEVELOPMENT
PROJECTS

70 000
KILOMETRES OF ROAD
UNDER MAINTENANCE
CONTRACTS

COMMITMENTS AND VALUES

RISK 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 many 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 CO₂ 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 and the fully recycled road, as well as the development of new business lines, such as ecological engineering and the recycling of materials. Our approach toward environmental excellence requires active participation from all Eurovia employees.

ETHICS AND COMPLIANCE

Wherever we operate around the world, we are driven by the same will to conduct ourselves in an exemplary manner with all of our stakeholders. All Eurovia employees act in compliance with all applicable regulations as well as the requirements contained in the VINCI Code of Ethics and Conduct.

Eurovia's success, development, and sustainability depend on the steadfast observance of best practices by every single one of us, without exception. Performance is built on a foundation of responsibility and accountability.

And responsibility and accountability are essential values for Eurovia.

OUR VALUES



**CLIENT
SATISFACTION**



SAFETY



**RESPONSABILITY
& ACCOUNTABILITY**



TEAM WORK



INNOVATION



ENTREPRENEURSHIP



Create your **next move**

