

Sharing desires

SHARING
YOUR DESIRE
TO GET AWAY
SHARING
YOUR DESIRE
FOR USABILITY
SHARING
YOUR DESIRE
FOR CONVENIENCE

APRR & VOUS // **2011** ANNUAL REPORT





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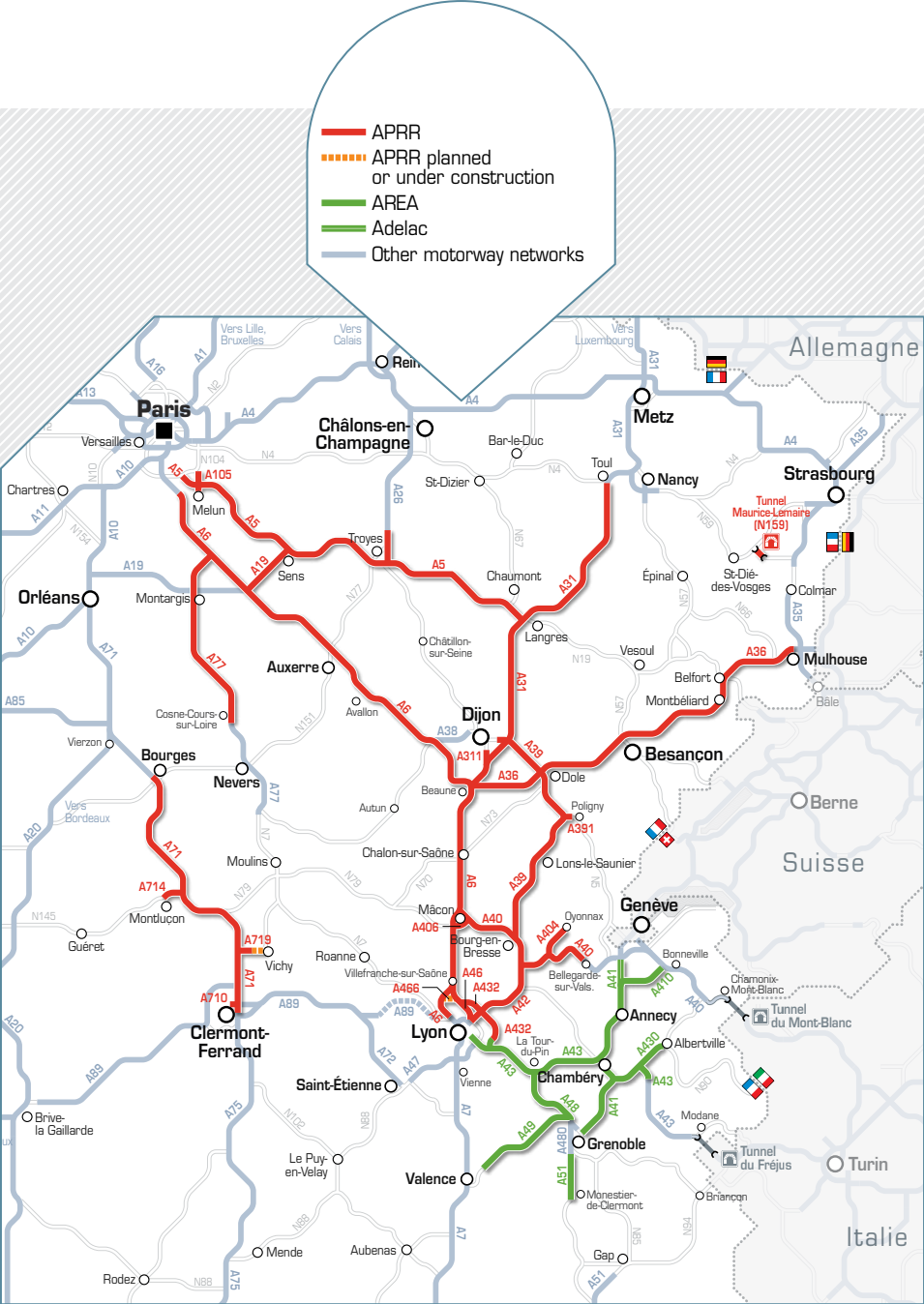
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« Yes, that's what the motorway is all about: desire in motion. Depending on whether one is going on holiday, to a work appointment or to the funeral of a friend, that desire that can appear very different. Yet, "appear" remains the operative word, because, however joyful, boring or sad its purpose, the journey is the thing. Emotions and everything else are put on hold as one moves within its protective bubble, travelling subconsciously from self to self. »

PHILIPPE DELERM,
EXTRACT FROM THE PREFACE TO "C'EST ARRIVÉ SUR L'AUTOROUTE"
(IT HAPPENED ON THE MOTORWAY).





The APRR network		1,850 km
A5	Paris (La Francilienne) - Langres (of which A105 - ex-A5b: 10 km)	248 km
A6	Paris (Saint-Germain/École) - Lyon (Limonest)	401 km
A19	Sens-Courtenay	28 km
A26	Troyes-Nord - Troyes-Est	22 km
A31	Beaune - Toul (of which A311: 4 km)	232 km
A36	Beaune - Mulhouse	217 km
A39	Dijon - Bourg-en-Bresse (of which A391: 5 km)	150 km
A40	Mâcon - Bellegarde (Châtillon-en-Michaille)	104 km
A404	Antenne d'Oyonnax	21 km
A406	Mâcon south bypass	9 km
A42	Lyon - Pont-d'Ain	49 km
A432	Les Échets - Saint-Laurent-de-Mure	31 km
A46	Anse - Neyron	26 km
A71	Bourges - Clermont-Ferrand (of which A710: 2 km)	181 km
A714	Montluçon slip road	9 km
A719	Gannat link road	10 km
A77	Dordives - Cosne-sur-Loire	101 km
Tunnel Maurice-Lemaire (of which 4 km of access road)		11 km

The AREA network		413 km
A41	Chambéry-Sud - Grenoble	51 km
A41/A410	Chambéry-Nord - Annecy - A40	77 km
A41*	(Liane) Villy-le-Pelloux - Genève	19 km
A43/A430	Lyon - Chambéry - Albertville	124 km
A432	Saint-Laurent-de-Mure - A43	4 km
A48	Coiranne - Grenoble	50 km
A49	Grenoble - Valence	62 km
A51	Grenoble - col du Fau	26 km
Extensions planned up to 2015		
A719	Gannat - Vichy	14 km
A466	A6-A46 connection	4 km

*ADELAC concession

Total APRR Group Network :
2,263 Km

Sharing your desires



➤ For over 50 years, we at APRR have continuously helped you turn your travel ideas into reality and addressed your need to get from A to B.

We work to make your desires come true: first and foremost, your desire to get away from it all via our networks, but also your desire for usability - on our motorways and at our rest and service areas - and your desire for convenience before and during trips. Since your desires are the driving force behind our actions, **"Sharing desires"** was the obvious choice of title for our annual report.

We are committed to working with you to make your desires come true.

➤ EUROPE'S FOURTH-LARGEST MOTORWAY GROUP

2,263
kilometres of motorway* in service

21 billion
kilometres travelled annually

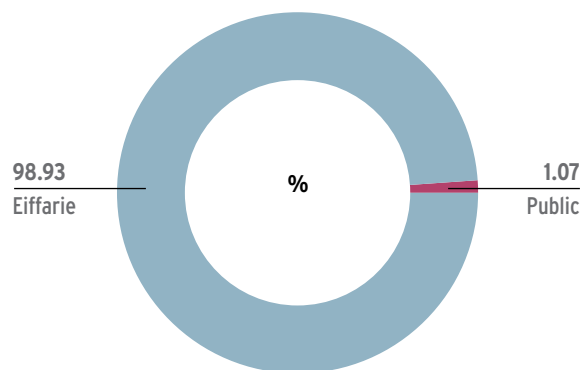
€2,022
million in revenue (excl. construction)

3,870
employees

Growth in revenue



Breakdown of share capital AT 31 december 2011



* INCL. ADELAC

«Our fiftieth anniversary opens a new phase in the group's development»

PHILIPPE NOURRY, CHAIRMAN AND CEO OF APRR



APRR and AREA have celebrated their fiftieth and fortieth anniversaries, respectively. What are your thoughts on this double celebration?

Philippe Nourry: It is a positive milestone for Europe's fourth-largest motorway group, and undoubtedly opens a new phase in our development. With the exception of a few additional links due to come on stream between now and 2015, the network has essentially been completed. Since 1961, we have moved gradually from motorway construction, financing and operation to our current task of service enhancement, network optimisation and maintenance aimed at ensuring comfort and safety for all. This means that our primary focus is now on safety, information provision, customer service and traffic fluidity. Fifty is the age of wisdom.

In 2011, we saw par traffic grow and operating performance improve. Can you tell us why?


Philippe Nourry: Thanks to a busy first half-year and particularly favourable weather conditions, traffic grew slightly, by 1.6%, while toll revenue was up 4.2%. At the same time, productivity gains from toll plaza modernisation and new work organisation enabled us to bring operating costs under control. Having said that, although traffic levels held up well despite the crisis in Europe, we shouldn't be lured into a false sense of security, because HGV traffic - which is very dependent on economic activity - has been slackening off over the past few months.

What actions and initiatives have enabled the Group to turn in such good road safety figures?

Philippe Nourry: Improving customer and employee safety is uppermost in our minds every single day, and the strategy of continuous improvement that we've been operating for several years is bearing fruit. In 2011, the injury accident rate and number of deaths were the lowest in our history, thanks to measures such as the widening of the busiest motorways to 2 x 3 lanes, the development of CCTV for enhanced traffic management, and awareness campaigns focusing on drowsiness, alcohol, drugs and wintry conditions. Safety and innovation also went hand in hand, with our new *SOS Autoroute* mobile phone application, which puts a virtual motorway emergency phone in the user's pocket.

What's the outlook for 2012?

Philippe Nourry: In the current economic climate, we need to stay on course and continue improving safety and customer service, modernising and developing our network and consolidating our economic performance. After opening new sections - such as the A432 north-east of Lyon, the A406 south of Mâcon and the A714 at Montluçon - in the first half of 2011, we'll soon be launching other major infrastructure works such as the A719 (Vichy Gannat), the A466 north of Lyon and the A432/A43 interchange at Saint-Exupéry, and we'll be widening the A46 Nord at Lyon and the A71 at Clermont-Ferrand. In addition, we'll be rolling out a very large number of non-stop toll lanes and pursuing our close partnership with Eiffage for the development of new concessions.



« Our primary focus is now on safety, information provision, customer service and traffic fluidity. Fifty is the age of wisdom »

Management bodies

The Board of Directors

Philippe Nourry
Chairman and CEO of APRR

Jean-François Roverato
Chairman of Eiffage

Bruno Angles
President France for Macquarie Infrastructure & Real Assets

Edward Beckley
Senior Managing Director of Macquarie Infrastructure & Real Assets

Pierre Berger
CEO of Eiffage

Philippe Delmotte
Director, Eiffage

Thomas Gelot
Senior Vice-President of Macquarie Infrastructure & Real Assets

Mary Nicholson
Finance Director of Macquarie Atlas Roads

Max Roche
Deputy CEO of Eiffage

Peter Trent
CEO of Macquarie Atlas Roads

The Executive Committee

Philippe Nourry
Chairman and CEO of APRR
CEO of AREA
Chairman of Adelac

Ghislaine Baillemon
Operations Manager of AREA

René Bérard
Director of Engineering and Information Systems

Patrick Boccardi
Company Secretary
Director of Human Resources

Pascal Devertu
Director of Communication and Marketing

Jean-Charles Dupin
Director of Major Investments and Development

Pierre Fabre
Director of Purchasing and Quality

Vincent Lang
Finance Director

Xavier Rigo
Operations Manager of APRR



«2011 saw significant progress in terms of diversity»

PATRICK BOCCARDI, COMPANY SECRETARY AND DIRECTOR OF HUMAN RESOURCES AT APRR AND AREA



Diversity and equal opportunities are priorities for APRR. Could you tell us about policy in those two areas?

Patrick Boccardi: The Group is bound by company agreements concerning gender equality, jobs for seniors and integration of disabled people into the workforce. Our priorities involve fostering diversity and equal opportunities, both in the recruitment process and throughout our employees' careers, and working to keep people in employment when they encounter difficulty in performing their duties. Our managers play a key role in achieving these aims, which is why we got the Group's senior management together at the *"Rencontres de la Diversité"* (diversity interaction) event in September to announce our 2011-2013 action plans and motivate everyone to reach the objectives that had been set.

How do you work towards better integration for disabled people?

Patrick Boccardi: Our disability network implements our action plan dedicated to integration, ongoing employment and career development for disabled people and employee awareness initiatives. In 2011, all members of the disability commissions received training, some of them

taking the course on increasing purchases from sheltered-sector companies. For the first time, during national disability week, we launched an internal communication campaign featuring Group employees, with the slogan *"Leur différence, ce n'est pas leur handicap"* (It's not their disability that sets them apart). The campaign, which was implemented in collaboration with the Eiffage Group, was backed by other awareness-raising initiatives.

Why was the agreement on forward management of employment and skills (GPEC) renegotiated?

Patrick Boccardi: Our aim is to anticipate and support adjustments to our professions in a rapidly changing sector, and to understand shifts driven by environmental and demographic factors. In this context, GPEC is a powerful lever for helping the company adapt and develop, and it was against this backdrop that the first nine managers graduated from the *"Perspectives jeunes cadres"* (prospects for young managers) scheme in 2011, ready to step into key management posts when the time comes. ●

Notable events in 2011



50 years

The Group celebrated APRR's fiftieth anniversary and AREA's fortieth anniversary in 2011. To mark these occasions, it published a collection of true stories – some amusing, others moving and yet others astounding – gathered from customers and employees. The book, entitled *"C'est arrivé sur l'autoroute"* (it happened on the motorway), was published by Editions Textuel, and distributed both internally and through bookshops. A light-hearted communication campaign was also run, with the slogans *"50 ans de liberté APRR"* (fifty years of freedom with APRR) and *"40 ans de liberté AREA"* (forty years of freedom with AREA). This featured typical motorway quotes such as "Louis, stop annoying your sister" and "When will we get there?".

30 km

of new motorway. A number of new sections were opened in 2011 to enable motorists to save time and travel more safely. These included a 12-kilometre section of the A432 skirting the north-east of Lyon, the 9-kilometre A406 located south-east of Mâcon, and a dangerous 9.6-kilometre stretch of main road between the A71 and Montluçon upgraded to motorway standard to form the A714. The A406 and A714 will eventually form part of the Central Europe Atlantic Road (RCEA), which will link central Europe to France's Atlantic coast.



47 %

of customers now use Liber-t badges, Electronic toll collection continues to gain ground, and currently accounts for 47% of transactions, while automated transactions represent 84.8% of the total. Some 130 of the Group's 150 plazas have now been partly or fully automated, and, by 2013, 40 of these will have non-stop toll lanes, enabling customers with a *Liber-t* pass to drive through at up to 30 km/h.

SOS

AUTOROUTE: a motorway emergency phone in your pocket. *SOS Autoroute*, which is available free of charge from Apple Store and Google Play*, is the first smartphone application enabling users to notify APRR or AREA personnel of an incident occurring on one of their motorways. It offers the same functions as a motorway emergency phone, and brings an extra customer centred dimension to the motorway, making for even greater reliability and safety than before. The application has been downloaded more than 110,000 times since its launch in 2011.

*Formerly Android market

Sharing your desire to get away

➤ APRR aims to make mobility easier for you, and one of our key commitments is involvement. Involvement means, first and foremost, making sure ensuring that you always have access to a modern, well maintained network.

Involvement means ensuring that the motorway fits harmoniously into its environment. Involvement also means a policy of innovation designed to address your needs even better.

For APRR, the motorway is also part of our living environment.





At long last, Vincent, Stéphanie, Julien (10) and Léa (6) are ready to head south to the sun! To make the most of their holidays from the word "go", Vincent and Stéphanie have planned their route carefully on the aprr.fr website, where they found details of a range of summer events laid on by APRR. During their journey, they'll enjoy sporting and cultural breaks on service and rest areas. There's something for everyone! It's 10am now, and the family are enjoying their first break at the Fermenot rest area. They're having breakfast first, and then the parents will relax while the kids let off some steam at a tree-climbing lesson. Things should be quieter in the car afterwards!



Giving you a modern network

➤ APRR improves and develops its road network to make it safer, more pleasant and more environmentally friendly. **Maintenance, section renovation, widening and the construction of new links are all backed by a sustained investment policy.**

With a network of almost 2,300 km of motorway and tunnels under concession, the construction programme has practically been completed, and the primary focus is now on network optimisation. The 2009-2013 management contracts between the State and APRR and AREA make provision for a programme of investments totalling some €500 million, of which €285 million was invested in 2011.

Three new sections to save time and improve safety

Three new sections were opened in 2011 at a total cost of €54 million. The 12-kilometre Les Échets La Boisse section of the A432, which opened in February 2011, offers significant time savings for customers travelling from the north to the east and needing to skirt around northern Lyon. This alternative route eases congestion on the ring road east of Lyon and makes for more fluid traffic flow towards the Alps.

The 9-kilometre A406, which opened in March 2011, reduces journey times and increases safety. It allows local traffic to bypass

A432

completed and opened in 2011
(12 km)

€285

million invested in new constructions, network improvements and the replacement of equipment in 2011.

the south of Mâcon, and will eventually form part of the Central Europe Atlantic Road (RCEA). The motorway passes through a flood-prone zone, which made implementation complex. Some 1.7 million cubic metres of fill was required along the Saône floodplain, while cuttings were needed between Replonges and Crottet. APRR built nine hydraulic relief works and dug two run-off zones to allow floodwater to flow freely.

The 9.6-kilometre A714 link road, which opened in June 2011 between the A71 and Montluçon, is the result of the widening to 2 x 2 lanes and upgrading to motorway standard of a dangerous section of the RN 145 main road. As well as reducing accident levels, this upgrade contributes to the development of the Central Europe Atlantic Road (RCEA) and facilitates access to the Montluçon economic catchment area.

Launch of projects provided for in the management contract


The Group has started work on the A719 and A466 motorways, which will form part of the future Bordeaux Geneva motorway link. The extension of the A719 will involve the ...



... construction of a 14 kilometre section from Gannat to Vichy. After three public meetings, the declaration of public utility was issued, enabling preliminary studies to commence. Works are scheduled to take place in 2013 2014, with the section due to open in 2015. The route for the four-kilometre A466 link north of Lyon - for which the declaration of public utility was issued in 2009 - has been finalised, and the public enquiry relating to water legislation has been completed. Preparatory works will begin in 2012, with the section scheduled to open in 2015.

Greater comfort and fluidity

The Group has a policy of sustained investment aimed at maintaining and upgrading its network. Works conducted on motorways in service in 2011 represented a cost of €123 million, more than half of which was spent on widening sections of the A31, A36 and A46 motorways to 2 x 3 lanes, road-surface renovation and work on tunnels and engineering structures.

Other works concerned new interchanges (including modification studies for the A432/A43 interchange to the south of Saint-Exupéry airport), the renovation of rest and service areas (notably signage) and the rollout of non-stop toll lanes as part of a broader automation programme for toll plazas and gates. The Group also continued safety works and launched water protection and noise-attenuation operations in a number of areas. 

« *The Group has a policy of sustained investment aimed at maintaining and upgrading its network.* »



Doing things responsibly

« **Three cheers for LEDs!** »

by Jean-Philippe Pattyn, operating systems manager at the APRR Rhône Regional Department

The Chamoise tunnel on the A40 between Geneva and Mâcon is lit by 830 LEDs, making it the longest tunnel in France to be fitted with such a system. Installed over a distance of almost three kilometres, the system offers customers greater safety and visual comfort. "The light is regular and continuous, and provides true colour perception, making for optimal performance by incident detection cameras. The control system is also very precise, enabling brightness to be varied gradually so that drivers are never dazzled,"

explains Jean-Philippe Pattyn, operating systems manager at the APRR Rhône Regional Department. With a lifespan four times greater than that of high-pressure sodium lamps, the LEDs will allow annual energy savings estimated at 200,000 kWh. The advantages are such that AREA will shortly be installing LEDs in the Dullin tunnel (A43), and is already conducting trials at rest areas and toll plazas.



Protecting your environment

➤ In line with its commitments, APRR is working to protect biodiversity and achieve a significant reduction in its carbon footprint. **The Group continues to enhance its practices - with ISO 14001 certification confirmed in 2011 - but customer involvement remains the key to a successful environmental policy.**

The Group reduced its overall energy consumption as a function of traffic by 8% in 2011, and almost six million kWh of electricity consumed out of a total of 143.6 million kWh comes from renewable sources.

🔧 Controlling our energy consumption

Photovoltaic panels and miniature wind turbines are used to produce energy. The former have been installed at Seynod-Sud toll plaza (A41), where they provided 20% of the electricity needs in 2011, and at Arlay toll plaza (A39). Solar energy also provides autonomy for isolated equipment. A prototype vertical-axis wind turbine harnessing the extra wind energy generated by passing HGVs was tested on the A6, where it performed well.

The Group has also begun an inventory of its equipment and facilities, with a view to optimising investment choices and energy yields, and rationalising consumption. The introduction

57,230 KWh
of electricity was generated in 2011 by the 450 sq. m of solar panels installed at two toll plazas.

of LED lighting systems at small rest and service areas would enable a 30% reduction in their energy consumption.

🌿 Protecting the natural and living environments

Since the water legislation of 1992, the network has gradually been equipped with basins for treating road-surface run-off water. More than 95% of drinking-water catchment areas - which have priority status - have now been covered. These basins also protect important streams and rivers from accidental pollution.

In 2011, the Group - which was the first motorway operator to introduce waste-sorting containers across its network - increased its overall waste-recycling rate to 27% in 2011. All of its operating centres and 73% of its rest and service areas are now equipped for waste sorting. During sustainable development week, AREA conducted an awareness campaign reminding customers not to leave their waste just anywhere. In one day, some 3.6 tonnes of waste was picked up from green spaces along 285 kilometres of motorway - areas where great care is being taken to protect biodiversity. Investments to reduce motorway noise pollution - a sensitive topic for local residents - continued to be rolled out. The 18 official "noise black spots" most in need of attention - out of 219 identified in the 2009-2013 management contract - were dealt with in 2011.



Bringing you the benefit of our innovations

» New technologies also revolutionise our motorway experience, and APRR's active technological watch and innovation policy enables it to **roll out new services enhancing customer safety and comfort.**

« **Non-stop toll lanes are proving very popular with customers, who appreciate the resulting comfort, driving fluidity and time savings** »

In June 2011, APRR launched *SOS Autoroute*, the first mobile application enabling users to notify personnel of an incident occurring on the motorway network. The application turns an iPhone or Android smartphone into a virtual motorway emergency phone, and offers instant vehicle geolocation throughout the Group's French network. It can be downloaded free of charge from Apple Store and Android market, and installed once the user has entered his or her surname, first name and vehicle details, including the registration number.

📞 Assistance is just a click away

As well as being simple to use, *SOS Autoroute* provides two key benefits, in that users do not need to walk behind the crash barrier to the nearest emergency telephone, and the reliability of the information transmitted also enables emergency services to intervene more quickly. Version 2.0 is under development, as are other applications offering innovation in terms of assistance, information on driving conditions and in-car entertainment.

📍 Drive straight through the toll gates

After a trial period in 2010, APRR has begun rolling out non-stop toll lanes enabling customers with Liber-t badges to drive through toll gates at 30 km/h. Some twenty plazas in the Lyon and Rhône-Alpes regions - including those at Mionnay, La Boisse, Crottet, Val de

Saône, Villefranche Nord, Montluel, Genay and Chesnes - have already been equipped. The system, which is easy to use - badges are detected in advance, enabling barriers to open as vehicles approach the toll gates - is proving very popular with customers, who appreciate the resulting comfort, driving fluidity and time savings. Regular users will also see fuel savings, since vehicles consume most fuel during bouts of stop-start motoring. Lower fuel consumption also means lower carbon emissions, especially where HGVs are concerned.

APRR made its manual and electronic toll collection expertise available to SENAC for the construction of the Dakar-Diamniadio motorway in Senegal, and conducted studies to determine how its highly innovative systems could be adapted to take account of the socio-economic environment in that country.

* Société Eiffage de la nouvelle autoroute concédée.

Sharing *your* desire for usability

➤ To help optimise your mobility, APRR makes service one of its key priorities. Service means, first and foremost, ensuring optimal safety for your journeys. Service is also about providing welcoming rest and service areas where you can enjoy the break you need, whether that involves peace and quiet, visiting a site of interest, enjoying fine food or getting a bit of exercise.

For APRR, the motorway is also a place to relax.





A SHARED DESIRE

It's 8.15am on a Friday. Halfway between home and work, Elsa is enjoying her daily ritual. With two kids and a full-time job, she scarcely has a chance to catch her breath! To take some time out for herself, she stops for a quarter of an hour every day at the Bourg Teyssonge rest area, to have a coffee, read or simply gaze at her surroundings... Her fridge is empty, but there's a market selling local produce today, so she'll stop off again on the way home to buy a few things. That's this evening's dinner looked after!



Ensuring you have a safe journey

› The Group's number one priority - improving safety - forms part of an overall strategy, and **our ambition is reflected in the resources allocated to this objective, as well as in the results aimed for over the short and medium terms.**

The Group is committed to safety, and has put in place resources enabling it to act without delay whenever an incident occurs. Comprehensive CCTV coverage, geolocation of emergency vehicles and a web of interconnected command centres make for coordinated, rapid, efficient management of response teams by the Group's operations, emergency and assistance centres.

Capitalising on good results

This system, complemented by in-house management of calls from emergency phones throughout the network, is manned 24 hours a day, seven days a week, with additional resources deployed during severe winter weather conditions. In 2011, a new weather forecasting tool was incorporated, and two new weather stations were added on the A77 for automatic ice detection.

All of this helped APRR to achieve good results: in 2011, the injury accident rate fell by 11.9%, with 327 injury accidents, representing a rate of 14.7 per billion kilometres travelled (the equivalent figures for 2010 being 364 and ...



... 16.6, respectively). Deaths were also down, at 30 over the year, compared with 39 in 2010, 31 in 2008 and 2009, and 61 in 2007. This progress was reflected in a 12% drop in the "all accidents" rate in 2011.

Modernisation and safety go hand in hand

Resources were invested to improve safety throughout the network, with the new A406, A432 and A714 sections opened and widening completed on the A31 and entering its second phase on the A36. In addition, renovation and lighting work was performed in the Chamoise and Dullin tunnels, while safety and signalling modifications were conducted at toll plazas, notably where there was a risk of wrong-way driving.

Measures such as fences and animal crossings, to prevent wild animals roaming onto the motorways, were also extended.

Shaping driver behaviour

Safety depends not only on infrastructure quality, but also on driver behaviour - which is why APRR conducts regular awareness campaigns focusing on the major causes of accidents. In 2011, particular emphasis was placed on driving in wintry conditions, drowsiness, alcohol and drugs, and excessive or inappropriate speed. To ensure maximal impact across the entire target group, the campaigns used posters, variable message signs, radio spots, leaflets and the Internet.

Awareness events were also held at rest and service areas during holiday departure periods, to combine prevention and relaxation. In 2011, these focused particularly on drowsiness, and the message was put across by the professional motorway and road construction association (ASFA) during the "Motorway Days" campaign. The Sécurodrome and the Centaure centres (subsidiaries of Group companies and of Groupama) continued to provide companies and schoolchildren with safety training as part of the road-safety certification initiative. Lastly, an innovative campaign used posters on the backs of the Group's vans to inform drivers of the roles of motorway service agents and alert them to the risks associated with their jobs. Sixteen agents agreed to appear on the posters, with the slogan "Value his [her] life. He [she] protects yours".

« Comprehensive CCTV coverage, geolocation of emergency vehicles and a web of interconnected command centres make for coordinated, rapid, efficient management of response teams »

Doing things responsibly

« Sleep first, drive later! »

One in three accidents is caused by drowsiness, which can have consequences ranging from flagging concentration to actual sleep. Lapses in concentration can also occur when a driver decides to do something as banal as changing stations on the car radio, for example. To address this problem, APRR has developed technical solutions such

as rumble strips, and special tourist information signs have been erected in high-risk zones. The Group also seeks to shape driver behaviour through awareness campaigns, and made a special effort to encourage network users to take regular breaks during the 2011 summer season (1 June to 4 September).





A friendly welcome and relaxation at our rest and service areas

► **APRR is committed to optimising service quality and organising innovative events, encouraging** users to take breaks and making each stop – whether for relaxation, information, exercise or fun – a perfect intermission during their journeys.

Making service areas more attractive and providing an optimal welcome and opportunities for relaxation will help ensure that customers take regular breaks.

Greater usability and more services

APRR is committed to making its *Autoroute du Soleil* (sunshine motorway) a showcase for sustainable development by integrating the themes of the four elements into the redevelopment of certain rest and service areas – wind at Venoy, water at Beaune and earth at Mâcon – with fire represented by the motorway itself. Work has begun at Venoy, which will notably feature a landscaped garden. This renovation programme forms part of a longer-term project, and a process of reflection has been initiated on the subject of “the rest area of the future”, the aim being to improve safety for customers and encourage them to learn more about the regions served by the network. In 2012, two sites will be redeveloped as show areas – Les Marouettes on the A43 and Fermenot on the A6.

55

sub-concession contracts were renewed in 2011.

42

events were held between 1 July and 29 August 2011, 21 of them dedicated to showcasing the network’s wooded areas.

Bringing high-street brands to the motorway

One of the strategies for developing the attractiveness of rest and service areas involves the presence of strong high-street brands. This strategy was taken a step further when 55 operating contracts came up for renewal on 31 December 2010, and catering outlets on offer now include Paul, Hippopotamus, Casino Cafétéria, Pomme de Pain and Bert’s. In parallel, APRR continued to roll out its new signage, equipping the A6, A39 and A31 Sud in 2011, with rollout due for completion across the network during 2012.

A foretaste of the holidays

Events at rest and service areas encourage users to extend their breaks a little, particularly during the winter and summer holiday seasons. For the summer, the Group developed a large number of partnerships, including innovative projects with the Red Cross, Arbofolia and Ikea, and more local undertakings as part of the *Festival Aires d’Été* event. A total of 42 events took place between 1 July and 29 August 2011, encouraging people to take those all- ...

... important breaks, and thereby making for greater safety.

« The motorway and the forest »

For the International Year of Forests, 21 events were held at some 40 rest and service areas, dedicated to showcasing the network's wooded areas and highlighting the Group's woodland-management expertise. Thanks to a very special partnership with Arbofolia - the Arboretum National des Barres, a major arboretum located near the motorway - A77 users had an opportunity to sponsor trees bearing their names, which will eventually be planted at the Jardin des Arbres rest area. More than 20,000 people attended the events.

Snow, ice and you!

Like a foretaste of winter holidays in the mountains, the "La neige, la glace et vous !" (snow, ice and you!) event on the A40 featured a biathlon-themed event organised in partnership with Somfy. On the A43 (Lyon-Chambéry), AREA showed its support for Annecy's bid to host the 2018 Winter Olympics by inviting ice dancer Gwendal Peizerat to visit the Granier rest area. Physiotherapy, selective waste sorting, rink skating and other sports all featured prominently.

Capitalising on customer satisfaction

Simone the goose and her human friend Hélène, who made their first appearance last summer, added fun to the Group's communication on the theme of motorway services. Simone is the heroine of a webseries and a very popular quiz, and has now even built up a Facebook fan base. Something else that has been attracting attention is the 2011 customer-satisfaction barometer, which shows APRR and AREA with a stable ranking of 7.7 out of 10. That encourages us to keep up our efforts to optimise customer service.

« Events at rest and service areas encourage users to extend their breaks a little, particularly during the winter and summer holiday seasons. For the summer, the Group developed a large number of partnerships. »



Doing things convivially

« A quiet nap in a pop-up hotel »

From 13 to 31 July 2011, APRR ran an innovative operation in partnership with Ikea to raise awareness of the dangers of drowsiness. This involved erecting a pop-up hotel with more than 560 sq. m of floorspace on the Beaune-Tailly rest area (A6). As well as being one of the largest in France, this rest area is strategically located at the intersection of several sections of motorway serving the north, south, east and west of the country, and also used by people travelling to Italy and Spain. Based on the Japanese "capsule

hotel" concept, it offered 28 single rooms measuring 4 sq. m each, complete with bed and soundproofing. The hotel remained open round the clock, and attracted almost 23,000 visitors, more than 10,000 of whom checked in for a refreshing 20-minute nap. Between 10am and 8pm, the children were looked after by activity leaders while the adults rested. The operation was a huge success, and enjoyed extensive media coverage.

Sharing *your* desire for convenience

➤ APRR aims to optimise your mobility, and one of our key commitments is efficiency. Efficiency means, first and foremost, ensuring fluid traffic flow and reducing the time you spend at toll plazas. It also means helping you prepare your journeys with the aprr.fr website or Autoroute INFO radio. And lastly it is about keeping you informed in real time and intervening whenever necessary throughout our network.

For APRR, the motorway is also a place to communicate.





A SHARED DESIRE

Laurent manages an IT maintenance SME in Haute-Savoie, and he has an important appointment with a new customer. He arrived on time and perfectly relaxed - as usual, he used the aprr.fr website before leaving, to check the traffic situation. He saved time on the way, too, thanks to his *Liber-t* badge, which allowed him to drive through the toll gates at Chambéry-Chignin without stopping. The appointment is going well, with the customer showing more and more interest. He wants an on-site technician two days a week. No problem - each of Laurent's three employees has a *Liber-t* badge, too!



Allowing you to enjoy fluid traffic flow

› One good way of saving time is not to waste any at toll gates. APRR is attentive to its customers' needs, and is developing automation solutions that make for **fluid traffic flow and a stress-free journey**.

Favourable weather conditions helped ensure a slight increase in traffic, despite higher fuel prices and the economic crisis. Expressed in terms of paid kilometres travelled, traffic increased 1.6% year-on-year for the APRR group (excl. Adelac) in 2011. Kilometres travelled by light vehicles (LVs) rose 1.4%, even though summer traffic was stable compared with 2010. While HGV traffic was up throughout the network, LV traffic fell short of 2010 levels in the northern portion of the APRR network (A6 Nord and A5), while the Group's overall traffic intensity* increased by 0.8%. The number of transactions at exit toll stations was up 4.1% year-on-year, but revealed a new downturn in average journey lengths.

Controlling price increases

APRR and AREA prices are controlled by concession contracts and five-year management contracts. Increases are determined partly by inflation indexation and partly by the investments required for network development and improvements. With effect from 1 February 2011, prices increased 2.12% for APRR and 2.08% for AREA, including new increases of 0.33%

47 %

of transactions were performed using *Liber-t* badges *Liber-t* in 2011.

80 %

of customers using the electronic toll-collection lanes are happy with the service.

and 0.29% agreed following negotiations with the State concerning an increase in the land-use planning tax. A customer-information campaign was rolled out to accompany the increases.

Accelerating the development of electronic toll collection

The completion of the toll-plaza automation programme - with partial or complete remote operation now in place for 132 out of 150 plazas - saw an increase in the number of automated transactions, which accounted for 84.8% of transactions in 2011, up from 77.5% the previous year. Electronic toll collection proved increasingly popular with customers, with 47% of transactions performed using *Liber-t* badges, compared with 44.6% in 2010. Over the past decade, the *Liber-t* system has made electronic toll collection available to a growing number of customers.

Offering a wide range of electronic toll collection options

This success is due in no small part to the wide variety of subscription offers available - Fréquence, Détente, Balade, Diagon'Alpes, ...

... Multi-t and PRO - and to the development of a wide range of distribution channels, enabling customers to subscribe by telephone, via the Internet or in distribution outlets located throughout the network. The Group also maintains a dynamic partnership policy with key accounts and the banking sector. With 1.06 million badges active at end-2011, up 19% compared with 2010, the Group is one of the leaders in electronic toll collection. In line with its commitment, APRR forged ahead with the rollout of non-stop toll lanes, which is due for completion in 2013. On the APRR network, 39 of the 90 lanes provided for in the management contract are already in operation, while nine out of a planned 22 are up and running on the AREA network. A satisfaction



survey conducted in October among 1,000 private motorist *Liber-t* subscribers showed that 80% of those using the electronic toll-collection lanes are happy with the service. ♥

* Number of vehicles per kilometre per day



Service convenience

« Crédit Mutuel opens the toll gates » by Marjorie Pillet, Key Account Manager at APRR

APRR manages a number of distribution channels, both independently and through partners - such as banks, insurers and vehicle leasing companies - who enrich their own service offerings by distributing *Liber-t* badges. A notable partner is Crédit Mutuel, which has a high-street banking network of some 1,700 branches. "Many customers either don't know where to get a badge or don't have time to stop off at one of our outlets. The Crédit Mutuel offer provides real added value,

particularly since the bank waives management fees for the first year," says Marjorie Pillet, Key Account Manager at APRR. Once a customer has positioned the *Liber-t* badge on his or her windscreen, they can simply drive through toll gates, without showing cards or having to hold on to tickets.



Better service before and during your journeys

› To enhance the customer's experience before and during their journeys, **APRR provides easy-to-use, customised tools giving access to real-time information.**

In response to customer demand, the Group decided to revamp the APRR & AREA homepage. It is now simpler, clearer and better organised, and offers new functions allowing access to the full range of key data including motorway webcam images, driving and weather conditions, estimated journey times, toll prices, traffic forecasts and an interactive map with service information enabling customers to plan their journeys. More space is given over to news updates, and the homepage can be customised to suit customers' needs and habits. As many as 20% of visitors use the site for the webcams, which show traffic and weather conditions at a glance. In 2011, nine new webcams installed at strategic locations on the Paris ring road, and five others around Lyon, went online at aprr.fr.

Comprehensive information in real time

Providing customers with real-time information on driving and traffic conditions is one of APRR's priorities. Autoroute INFO radio and

500
motorway service agents travel
the network round the clock.

460
illuminated variable message
signs help optimise motorway
safety.

the website offer reliable, accessible information and interactivity, with a focus on three priorities - safety, motorway & transport news and tourism & relaxation. For the most part, this information comes from APRR and AREA command centres, motorway service agents driving around the network, the police, Autoroute INFO listeners and the emergency phone network.

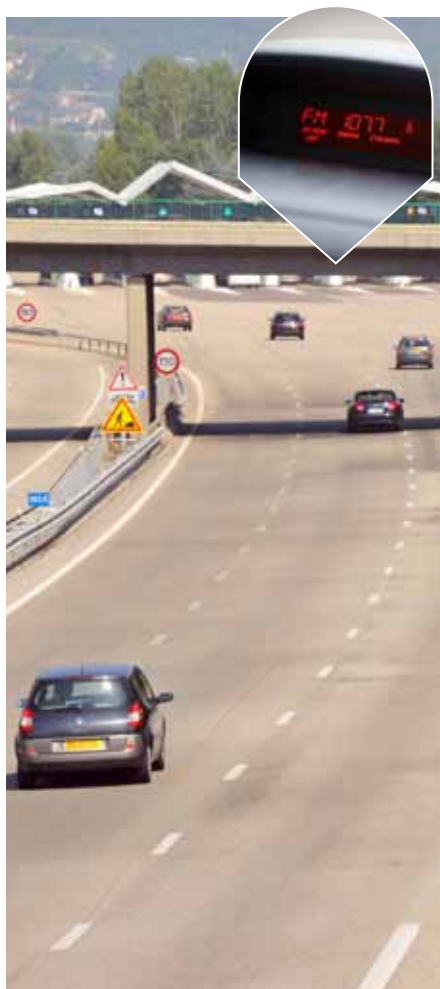
The network's 460 illuminated variable message signs also provide real-time information, thereby helping to optimise motorway safety and keep traffic flowing smoothly. These are controlled from traffic control centres, and provide users with key information concerning incidents, accidents, works, weather, safety and recommended alternative routes. To keep traffic fluid, they also remind customers to drive at an appropriate speed. In 2011, systems designed to control driving speeds depending on traffic density were installed on the A6 and A40. ...

...

Monitoring the motorway round the clock

Based on information from a variety of sources - including human observation, integrated roadway sensors, motorway emergency phones and the recently launched *SOS Autoroute* application - the network's traffic control centres launch and coordinate interventions as required. APRR is able to respond in near-real time, thanks to its team of over 800 people providing a round-the-clock presence seven days a week.

With 154 weather stations, help from professional forecasters, almost 600 snowploughs and 380 gritting vehicles, APRR does everything in its power to ensure that its entire network remains open to traffic during winter. In 2011, over 1,000 people were involved in this effort, some of them from outside service providers. The Group's annual *Trophées de la Viabilité Hivernale* (winter upkeep awards) event took place in October to mark the start of the winter season, which is always a very difficult period for both people and equipment.



« Providing customers with real-time information on driving and traffic conditions is one of APRR's priorities »



Making it easy

« Eco-driving: test your knowledge »

There's always something to learn on aprr.fr! For example, customers can try an interactive animation for a fun way of learning the basics of eco-driving. All the factors that help reduce fuel consumption and emissions are covered, with detailed figures and advice to show what action you can take. Visitors can even go a step further and test their own driving. There's also a quiz, which is sure to knock some popular wisdom on the head! Drowsiness,

mobile phone use, alcohol, speed, tyres, caravans and general safety - there is a range of themes with 10 questions to answer on each. Whether or not you get all the answers right, the important thing is to remember the tips concerning safe driving on the motorway.

2011 in figures



Revenue excluding construction services (M€)

1,940
million euros for 2010

2,022
million euros for 2011

Net finance costs (M€)

- 283
million euros for 2010

- 339
million euros for 2011

Operating profit on ordinary activities (M€)

937
million euros for 2010

995
million euros for 2011

Net profit (M€)

419
million euros for 2010

395
million euros for 2011

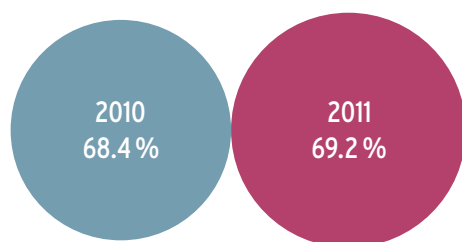
EBITDA (M€)



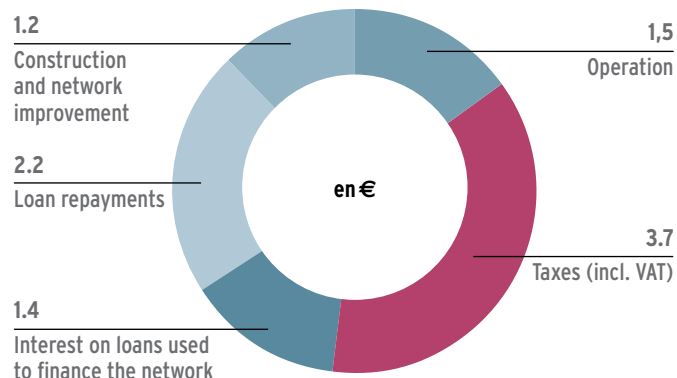
Number of group transactions



EBITDA (Revenue excluding construction services)



For every €10 in toll revenue



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SHARING
YOUR DESIRE
TO GET AWAY
SHARING
YOUR DESIRE
FOR USABILITY
SHARING
YOUR DESIRE
FOR CONVENIENCE



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