

ROUTES

COLAS GROUP MAGAZINE | NUMBER 44 - OCTOBER 2020



GROUP CULTURE

TOGETHER!



WE OPEN THE WAY



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EDITORIAL



Interview with **Frédéric Gardès, CEO of Colas**

› Interviewed October 15, 2020

The year 2020 got off to a pretty good start ... until, suddenly, the world was hit by the Covid-19 pandemic, with consequences on both our health and the economy in its wake. What was your first reaction?

F.G.: My initial thought was that our Group was extremely lucky to have such a strong international foothold. We were able to watch, listen and learn as the pandemic hit in Asia, then across Europe, then North America, and finally spreading to most of the countries where we do business. We had an ongoing perception of the health crisis as it unfolded, of the situations it created and of how governments were reacting. That's why we were able to anticipate, and keep a cool head in what has turned out to be a totally

new environment for everyone. As the British say, at Colas, we kept calm and carried on!¹

What difficulties did Colas face during the first few weeks of the Covid-19 crisis?

F.G.: The situations we faced varied drastically from one geography to another. The term "lockdown" means something different in every country! France, for example, rolled out an extremely stringent total stay-at-home lockdown. The day after President Macron's announcement in mid-March, we had no choice but to bring work to a halt on all our sites. We immediately started drawing up new safety protocols to help us get back to work as quickly as possible whenever our clients

“Our Group has such a strong international foothold. That’s why we were able to anticipate, and keep a cool head.”

were ready and willing, which we were able to do, even earlier than our competitors. In other countries, construction work was never completely shut down, and it was almost business as usual, with new health and safety rules, of course.

How do you think Colas has dealt with the situation?

F.G.: The overall opinion is that Colas has handled the crisis fairly well. A lucky coincidence, we had just put the finishing touches to our crisis management policy at the end of last year. So, we were ready, and up and running! In this situation, our crisis units have proven to be extremely effective. And then, we were helped by the fact that we are a large international group, and that we can coordinate on a large scale, for example, accessing resources like hand sanitizers and masks. Overall, everything went as smoothly as possible. Our priority has been, of course, to preserve and protect our employees’ health. At Colas, safety and health are a priority. We have also worked hard to communicate with our teams, to inform, explain, reassure, and boost their moral in these anxiety-ridden times.

How has the crisis impacted the Group to date?

F.G.: By far, the biggest impact has been in France, where we were obliged to shut down all our projects – roads, railways and water & energy transport – for about a month and a half. Belgium and Switzerland had to deal with roughly the same situation. In other geographies, our businesses in Asia were mostly affected in the first quarter, followed by the Middle East and Africa. In the United States, we were able to keep working, despite the health crisis. In Canada, because of the harsh winter weather, we always get back to work later in the year, so the pandemic actually peaked before the height of the season, and our teams handled the gap well. As for our business in Central and Northern Europe, we have been less impacted so far.

What has the crisis revealed about Colas?

F.G.: First of all, the crisis has shown how strong our decentralized, cross-functional business model is. Decentralization means that we can react quickly, we can be flexible, and make decisions that are truly suited to

EDITORIAL

“The crisis actually helped bolster safety, the digital transformation, and work organization.”

each individual situation. At the same time, as a big global group, the cross-functional bridges we have built provide us with the power of shared procedures and significant resources. With these two cornerstones, we can play a stronger game, and the last few months have clearly highlighted our advantage. This being said, our wide geographic spread around the world is also a strong suit. The zones that were less impacted have been able to offset the others. The same is true of our business spread, too. In the United Kingdom, for example, the Railway business clearly outperformed the Roads segment. It's a real advantage not to have all our eggs in one basket!

Before the Covid-19 crisis, you had launched a series of transformations across the Group. Has the new global environment called these changes into question?

F.G.: “The time to repair the roof is when the sun is shining.”² Before the Covid-19 crisis broke out, we had begun rapidly transforming the Group. We had set up a matrix organization to strengthen cross-functionality within the Group; we had reorganized the Roads segment in France, rationalized our materials and

bitumen, begun internationalizing our human resources, made profound changes to our brand, and more. The Covid-19 crisis has confirmed our belief that all these projects are heading in the right direction. The transformations are now more relevant than ever, by providing more cross-functionality without compromising our flexibility. The crisis actually helped speed some things up. For example, we have taken quantum leaps forward in recent months in safety, digital transformation, and work organization. The crisis has also reminded us just how important CSR³ is, and how much room for improvement we have. We are hard at work at that right now.

The crisis isn't over yet. What can we expect in the months and years to come? Are you still confident?

F.G.: It's hard to predict what will happen next. Will the infrastructure-based recovery plans be effective? How long will it take between the launch of the plans and their actual impact on our business? How long will the global economic crisis last? How bad will it be? I have a lot of questions, but I am not worried. We have shown in the past that we can manage contracting markets. We are agile on a local scale, and our international network



Frédéric Gardès (left) visits a construction site in Maubeuge, France in April 2020.

and financial resources means that we are strong. So, I am focusing on the opportunities that will emerge from the crisis, particularly in terms of external growth. With all of our recent, ongoing transformations, we are preparing for the challenges that the future has in store for us. Always being on the move, always being one step ahead, that's what it takes to remain a leader.

Over the past few months, you have been impressed by the degree of commitment that the Group's employees showed. What do you want to tell them?

F.G.: First of all, I would like to thank every Colas employee, and congratulate them for their drive, their loyalty to the Group and their positive mind frame. When I visit our jobsites and meet our people, I am impressed by their energy, their determination, their commitment to their jobs, their teams, their company and, above all, their confidence in the procedures

and resources provided by the Group to ensure their health and safety. I also would like to say a word about the tremendous outpouring of generosity from Colas people around the world who supported their local hospitals, communities, business partners, and more. They are concrete examples of "Caring, Sharing, & Daring", three deeply embedded values that define Colas' corporate culture.⁴

1. "Keep calm and carry on" was a slogan launched by the British government at the start of World War II to boost the morale of the population.
2. Quote from John Fitzgerald Kennedy, President of the United States from 1961 to 1963.
3. Corporate social responsibility.
4. See article page 46.

SITE-SEEING

Drawing on its collective global expertise and its considerable capacity for innovation, Colas offers its customers across the five continents a range of infrastructure solutions that address current and future sustainable mobility requirements.

Site-seeing around the world.



More than 100 km of temporary
bike paths were created by Aximum
in the spring of 2020 in Paris area.



USA

Colas hits the runway in LA

Sully-Miller Contracting Company, a Colas company in the USA, is busy constructing Taxiway P at Los Angeles international airport. The company has already completed a number of projects for the Los Angeles airport in the past. This latest project fits squarely with its strategy to grow its complex major projects business. Once the work has been

completed in 2021, the 1,100 meter-long taxiway will connect the North and South runways and provide direct access to a terminal currently under construction. For this project, close attention was paid to creating local jobs and ensuring team diversity. As a result, 30% of all the people working on-site come from local communities, with new recruits given training in Sully-Miller and Colas Group procedures. Work, which began in February 2020, has continued without interruption despite the health crisis. ♦

46,000
m³ of concrete

59,000
metric tons
of aggregates

30%
of people working
on-site come from
local communities



FRANCE

Social distancing on the T13 tramway site

Colas' teams working on the T13 express tramway extension project, between Saint-Cyr-l'École and Saint-Germain-en-Laye in the Paris region, have been testing an innovative safety system in real conditions. The goal: to make it easier to comply with social distancing requirements on the site. Fixed to hard hats or attached to workwear, beepers developed by start-up company Cad.42 light up and sound an alarm when employees are within one meter of each other. ♦



CÔTE D'IVOIRE

Rehabilitation of the "North Road"

In Côte d'Ivoire, Colas was part of the consortium refurbishing a section of the "North Road". Considered to be the backbone of the country, this major route links Abidjan and its port to the borders with Burkina Faso and Mali. In total, 800 employees worked on the widening and reinforcement of a 125 km section of the road between Bouaké and Ferkessédougou. This major project supports the region's economic development and also helps improve living conditions for local people. ♦

UNITED KINGDOM

BIM* on
the A46 project

Colas Siac Limited has recently completed preparation works for the A46 Stoneleigh Junction Improvement Project in England. These works comprise the modification of an existing grade separated junction (GSJ) situated over the A46 trunk road, near Stoneleigh in Warwickshire. The teams used Infrakit, an innovative digital BIM infrastructure construction platform that has received a CEEQUAL** excellence award. Subsequent operations will now be easier with no need for prolonged lane closures, thereby meeting one of the customer's main priorities to limit the impact of the work on traffic flows on the A46, a key route within the road network. ♦

* Building Information Modeling.

** British environmental and sustainable performance certification.



FRANCE

Renovation
of the Firminy
athletics track

Le Corbusier, a famous 20th century French architect, designed two sports facilities in his career. One of them was the municipal stadium in Firminy, near Saint-Étienne in south-eastern France. In 2020, teams from Colas arrived at the Unesco World Heritage site to renovate the soccer field, sports grounds, athletics track and associated facilities. They had to contend with numerous technical constraints (altimetry and planimetry) over the 400 meters of officially certified track. ♦



FRANCE

Flowell: a new trial in Nantes

This innovative solution is being tested for the second time in France. Colas launched a new trial involving the dynamic light-emitting marking solution Flowell, in partnership with Nantes métropole and Semitan, at a dangerous intersection in Nantes, western France. Made up of thin panels fitted with LEDs and bonded to the roadway, connected

to a radio wave system. Flowell is triggered and then switches off automatically whenever a bus approaches. The white line, located beneath flashing red lights, illuminates, along with yellow arrows on the lane reserved for public transport, indicating which way the approaching bus is traveling. The aim is to reinforce the visibility of signaling and encourage users to observe traffic priorities to reduce the risk of collisions at this accident blackspot. ♦

DAILY TRAFFIC AT THIS INTERSECTION:

**10,000
to 12,000
vehicles**

**2,000
cyclists**

**80
buses per hour
at rush hour**



FRANCE

Safety first on the A10 Highway

Near Bordeaux, Colas performed road resurfacing work on two 18-km sections of the A10 highway, between Virsac and Lomont. Carried out at night to minimize traffic disruption, the work mobilized some 200 Colas and Aximum employees. On the same highway, a few kilometers south of Tours, heading towards Poitiers,

renovation work between Veigné and Sainte-Maure-de-Touraine, in Indre-et-Loire, central France, is continuing with strict safety measures in place. Work was suspended for a few weeks during the lockdown in the spring but has gradually resumed since. Two Covid-19 officers have been assigned to the project to reorganize operations, taking into account the health challenges related to the pandemic. Specific protective measures have been put in place. The contract, awarded to a consortium made up of Colas Projects (leader), Colas Centre-Ouest,

Aximum (Colas' Safety and Signaling company) and Bouygues Travaux Publics, involves the widening of a 25-km section of road to a six-lane highway. It includes earthworks, the modification of engineering structures, restoration of junctions, road surfaces, drainage, safety equipment and signaling. ♦



=====

CANADA

From Route 185 to the A85 Highway

Near Rivière du Loup, work on the A85 highway, which links Quebec to New Brunswick, is in full swing. The objective is to turn the existing route 185, which has a reputation for being one of Quebec's most dangerous roads, into a new section of four-lane highway.

The project will improve traffic flow and safety for the close to 8,000 vehicles that use this section of the Trans-Canada highway each day. Sintra, a Colas company in Canada, is responsible for laying the asphalt mixes. They are also constructing a section in the municipality of Saint-Antonin. ♦

8,000
vehicles per day
use the current
route 185



VIETNAM

Colas on the F1 track in Hanoi

The Hanoi Grand Prix will be the first ever held in Vietnam. Tipco Asphalt, a Colas company in Asia, took part in the construction of the track in the country's capital: ADCo (Asphalt Distribution Company Ltd.) supplied 2,400 tons of bitumen binders. The project has been completed in just four months with TSS (Thai Slurry Seal) teams providing support to the local company responsible for the surfacing works. The 5.6-km long track boasts a unique hybrid design, combining the characteristics of a street circuit with those of a permanent race track. The race, initially scheduled for April 2020, was postponed due to the Covid-19 pandemic. ♦



FRANCE

A spectacular operation in the Savoie region

In July, a 220-ton lifting operation took place above the river Arbonne, in the Savoie region of eastern France. A spectacular undertaking by Colas Génie Civil as part of a project to replace the metal deck of a railroad bridge. This "blitz" phase, carried out over a weekend and comprising the removal of the old structure and the laying of the new deck, required the use of one of France's largest lattice boom cranes. ♦





FRANCE

Aximum goes cycling

Back in the spring, as lockdown measures were lifted, the number of people taking to their bicycles soared in France. Aximum, Colas' safety and signaling subsidiary, created more than 100 km of temporary bike paths in the Île-de-France region in record time last May. Numerous local decrees were passed to meet the demands of users seeking secure,

clearly-identified cycle lanes along some of the region's major routes. This allowed many Greater Paris area residents to favor a soft transport option, which relieves congestion on the public transport network. ♦

> 100

kilometers of temporary bike paths created by Aximum in Île-de-France between May 11 and 26

+ 60%

bicycle use estimated in the Paris region in May 2020



AUSTRALIA

Challenging works at Woolgoolga

In Australia, Colas has been working in partnership with Transport for NSW and Pacific Complete, to supply and lay asphalt between Maclean and Mororo (New South Wales) as part of the Woolgoolga to Ballina Pacific Highway upgrade. This section of the upgrade will create a dual carriageway through

the Clarence River flood plain. Since mobilizing the plant in February 2019, the Australian project teams have overcome a number of challenges: bush fires in late 2019, heavy rain with localized flooding in early 2020, and, more recently, the Covid-19 outbreak. ♦

160,000

metric tons of asphalt and paving supplied for the various sections of the upgrade



FRANCE

Upgrading in Toulon

Over a period of several months in the city of Toulon, southern France, construction work and art went hand in hand. Operating on behalf of the Toulon-Provence-Méditerranée metropolitan area, Colas' teams carried out redevelopment work on avenue Lazare-Carnot, one of the city's main downtown routes. The project included zone redevelopment, roads and services, street lighting, green spaces, creation of parking spaces and a bike path. For this project, located close to the School of Art and Design, tarpaulin sheets depicting works of the Colas Foundation were installed. An attractive initiative that helped the project blend into its urban environment. ♦



CZECH REPUBLIC

Velký Beranov bypass construction

Work on the construction of the Velký Beranov bypass continued apace throughout the summer to meet its delivery deadline 2020. The project included the construction of three bridges as well as an interchange, without disrupting traffic thanks to the creation of a 100 meter-long temporary bridge. The 1.6-km section of road is located in geologically challenging terrain and requires the coordination of various construction activities in a relatively small space. ♦





EGYPT

Subway extension inaugurated in Cairo

In August 2020, ten new stations were opened serving eastern districts of the Egyptian capital, home to close to 20 million people. Colas Rail, which has been involved in the construction of Cairo's subway network since 1981, helped create six of these new stations: electrification work, installation of electrical substations, electromechanical and safety equipment, storage equipment. The teams are currently installing 17.7 km of double track. The completed works will be delivered in three phases between 2022 and 2023. ♦

FRANCE

Revival of hydrotherapy in Nancy

A new aquatic center will open its doors in 2023 in Nancy, north-eastern France. The city, which boasts a mineral water hot spring recognized by the French National Academy of Medicine since 1911, especially for the treatment of arthritis, aims to restore its reputation as a spa town. Colas' teams are already mobilized at the Grand Nancy Thermal site. On the agenda: earthworks, pollution clean-up, networks, including a retention basin, platforms and access roads. Work on the site, covering an area of 20,000 m², is generating large volumes of excavated materials, some of which will be re-used in situ as part of a circular economy approach. ♦





VIETNAM

A metro system for Hanoi

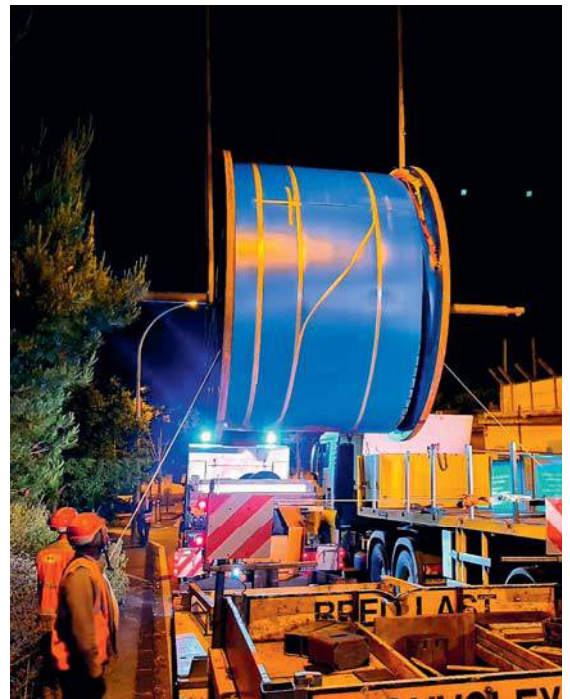
During the period 1995 to 2005, in Hanoi, northern Vietnam, the number of motorcycles on the road increased by a factor of six while that of cars increased by a factor of thirty. To stem the damaging impact of these increases on the environment and health, the government has launched a plan to construct eight metro lines by 2050. Colas Rail is contributing to the construction of pilot line 3, linking the historic downtown area to the city's western district. On the agenda: track laying (viaduct and underground), the installation of electromechanical equipment in the stations, power supply and the construction of a depot for train maintenance at the end of the line. The line will be partially open to the public from 2021. ♦



FRANCE

Pollution clean-up and modernization of the electricity network in Marseille

Since December last year, Spac, Colas' Water and Energy transport company, has been contributing to the electricity network modernization project in Marseille. The project involves removing 5 km of old oil-filled cables (cables with oil-impregnated insulation) and replacing them with synthetic insulating electric cables. This is a major pollution clean-up operation conducted in partnership with Colas Environment, responsible for removing and treating the oil. The first phase, due to be delivered in January 2021, will pave the way for the future Marseille tramway project. ♦





FRANCE

Downtown Beuzeville gets a makeover

In the town of Beuzeville, in Normandy, Colas took part in the reconstruction of the central square. The aim of the project? To turn Beuzeville into a tourist destination at the gateway to Honfleur, by creating a new cultural center, hinged around the renovation of a cider plant adjoining the town hall.

As well as helping to spruce up the surroundings, the redevelopment work, due to be completed in the fall of 2020, has given more space to pedestrians, improved parking within the area and increased access for people with reduced mobility.

5,500
m² of natural stones

100
additional parking
spaces created

INTERSECTIONS

The men and women at Colas all do their jobs with enthusiasm. Their professionalism and commitment form the bedrock of the Group's success. Here, they share their experience, routine and projects with us.



Caitlin Drage
Apprentice Mechanic
Colas NSW
AUSTRALIA

Making yourself useful...

Australians have their very own word for solidarity: “mateship”.

It is a term that has never been more relevant than in recent months. Even before the Covid-19 pandemic struck, the country had to tackle natural disasters on an unprecedented scale. Caitlin Drage, apprentice mechanic with a Colas company in Australia, lives and works in Sydney. “Bush fires raged out of control and a state of emergency was declared in New South Wales”, she recalls. “Some people I knew lost everything; it makes you want to do something, to make yourself useful to your community.” Helping her peers is

part and parcel of Caitlin’s day-to-day life out in the field, a life that is anything but routine: “No two days are ever the same as I travel to all sorts of sites in different environments fixing vehicles: I love it!” Used to rushing to the next urgent job at work, Caitlin Drage has also been a volunteer firefighter in her free time, since 2015. In 2019, she spent the Christmas and New Year period battling the bush fires. “It was a very difficult time”, she admits. “But I never lose sight of the fact that every little bit helps on the ground!”

THANK YOU AND WELL DONE!

**In Australia, Colas
boasts three volunteer
firefighters in its ranks.**



**Discover their stories
in pictures:**

<https://www.colas.com.au/news/colas-volunteer-fire-fighters/>



Bernard Marra
Superintendent
Colas
FRANCE

The crisis has made us grow

A shock. That is how Bernard Marra sums up the events that turned the lives of employees at the Gardanne profit center, in southern France, upside down. On March 17, 2020, Colas took the decision to shut down all of its construction sites in France as the country went into lockdown. "My first priority was to contact my team", recalls the superintendent. "I'm very close to my guys – 'my warriors', as I like to call them. It's my job to reassure them." Sites lay idle for a month while Colas developed a health protocol and put in place all the conditions necessary to allow work to resume safely. "We were keen to get back

to work again from day 1", comments Bernard Marra. "The measures in place were reassuring, and we held a two-hour briefing at the depot to make sure everyone understood them!" On the agenda: a small project, with a short deadline and a skeleton team. "We focused on doing everything we could to limit the risks for the team, for Colas and for the customer", explains Bernard. Over time, everybody has embraced the measures in place. "This crisis has brought us all closer together, made us grow as a team and helped us put things into perspective", concludes the superintendent.

BACK TO WORK TOOLS

Posters and guides were produced to inform the Group's employees about the measures in place designed to protect their health and ensure their safety. These documents are regularly updated.



<https://fr.calameo.com/read/0035999956c32811da922?authid=i4ZCvXlroX8V>



Cédric Guez
Business Development Manager,
North/Central/West Africa zone
Colas
MOROCCO

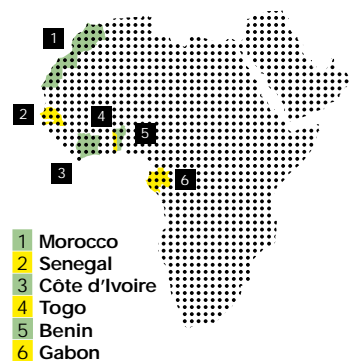
Forging ahead, even during a crisis

Morocco, Senegal, Côte d'Ivoire, Benin, Gabon... Cédric Guez, Business Development Manager for the MACAO* zone, often travels across borders to meet existing and potential customers. 2020 has shaken up his routine: a national lockdown was imposed in Morocco in March, following the detection of the country's first case of Covid-19. Site activities continued and Cédric, along with all of the sales teams, remained as busy as ever. "The crisis has not hampered our growth. In fact it has merely served to highlight how solid we are", he analyzes. For Cédric Guez, these somewhat "counter-intuitive" results can be explained

by the relevance of the zone's business diversification strategy, a long-standing local presence backed up by the Group's support, the commitment of the teams and the resources available. "Emails, phone, Teams... For three months, I did everything remotely", he recounts. "The lesson from this crisis is that you can do things differently... and a videoconference can be just as effective as a face-to-face meeting." Proof lies in the fact that several contracts were signed during lockdown. "That doesn't mean we never need to meet" he qualifies. "On the contrary: restricted movement makes human contact even more valuable."

* North Africa, Central Africa, West Africa.

MAP OF THE MACAO ZONE





Pascal Kluser
Prevention Officer
Colas Belgium
BELGIUM

Getting on board with the new rules

“Prevention is collaboration, a permanent dialogue with teams in the field and management”: that’s how Pascal Kluser, prevention officer in Liège, Belgium, sees his role. “My job is to reinforce safety and oversee the application of welfare-related measures”, he explains. “Among other things, I am responsible for making sure risks are understood, explaining the rules to be observed and reassuring people about the effectiveness of safety measures.” In 2020, the Covid-19 health crisis resulted in the introduction of new rules, rolled out throughout the Colas Group. “Individual countries have been

responsible for adapting them to their own local context”, observes Pascal. Armed with a check-list drawn up by Colas’ Prevention Department in Belgium, the officer hit the road again after a few weeks’ interruption. “When I arrive on site, I make sure everything complies: equipment, signs, questionnaires to be given out”, he lists. “We resumed activities with smaller teams initially to facilitate dialogue and make it easier for employees to get on board with the new rules.” New routines that will be the norm for some time to come: “We need to remain alert at all times”, concludes Pascal. “That goes for both safety and hygiene!”

RULES OF LIFE AND LIFE-SAVING RULES



The Group Safety Rules were presented at Safety Week 2020. Objective? To make these rules the gold standard for all employees.



Valeria Vidoni

Legal Specialist in the Legal and Insurance Department, Spac FRANCE

The teleworking challenge

“For every construction site that comes to a halt and then starts up again incorporating new regulations there is a contract that needs to be reexamined for each customer”,

explains Valeria Vidoni. A legal specialist in Spac’s Legal and Insurance Department, the woman who describes herself as a “business partner” of the sales and operational teams, looks back at her experience of the spring of 2020.

“The health crisis linked to the Covid-19 pandemic has significant impact on the legal workload: there was lots to do and lots to learn because it was such an unprecedented situation”, she analyzes.

“We dealt with each contract on a case-by-case basis with the support of Colas’ Legal Department.” Alongside crisis-related issues, everyday business continued. Experience-sharing within the team, using collaborative digital tools, proved more invaluable than ever, despite the distance. “Working at home every day was a challenge, even for those who were used to teleworking”, observes Valeria, who herself has been a teleworker for the past two years within the framework of the Group’s Quality of Life at Work agreement. She has now reverted to her usual one day a week at home: “It’s a tried and tested method of working”, she believes.

LAW AND INSURANCE: A WIDE RANGE OF MISSIONS

♦ Bidding

Support provided to sales teams when preparing to take on a new account (risk analysis).

♦ Project phase

Support provided to operational teams (supplier and subcontractor management, negotiation of the customer contract).

♦ Post-delivery

Litigation follow-up (late payment, etc.).



PPP, multidisciplinary expertise

In December 2019, Colas signed a contract for Cayenne's Bus Rapid Transit (BRT) project, comprising the design, construction, financing and maintenance of a bus network for a total period of 33 and a half years. It is the very first public-private partnership (PPP) infrastructure project in French Guiana, "a significant undertaking in the French Overseas and Indian Ocean zone", underlines Juan Antonio Miquel Pérez. Project manager in Colas' PPP department, he led the bidding process associated with the call for bids – work that lasted nearly a year and mobilized dozens of the Group's employees, some from legal

and financial departments, some from Colas Projects and some from Ribal TP, a Colas company in French Guiana. "This is where the strength of the Group comes into play", sums up Juan Antonio. "In addition to having numerous local assets (industries, prefabricated elements, ready-to-use concrete, etc.) and highly experienced teams, we are able to export our know-how and develop unique business lines in the zone: we have the entire chain covered." Listening to the customer, sharing and solidarity guided everyone involved in the process leading up to the new contract. "The project provided us with a more in-depth understanding of our businesses and brought teams closer together!" concludes the project manager.

MAJOR PROJECTS: HOW DO THEY WORK?

How is a call for bids process organized for a major project?

Watch the explanatory video. A film series called *The Lake House* is available on the Group's media library.



http://colas.opsismedia.com/player_export.php?token=2VSgR57g2&langue=EN&autoplay=1



Left to right:
Yann Delépine
 Design office technician
 Colas
David Lerouge
 Innovation Manager
 Colas
Stéphane Rusé
 Engineering unit coordinator
 Colas
 FRANCE

An innovation success story

He and his team won the Operational Excellence award.

A few months later, Yann Delépine looks back on this unique experience: "Seeing our project rewarded was a source of immense pride and gave us a real kick-start!" This design office technician, based in the La Roche-sur-Yon profit center, in western France, has spent more than two years developing a jobsite augmented reality tool. A collective project driven by an observation: "Every six minutes, in France, a buried network is damaged. The direct cost averages out at about €1,200 but indirect costs can be up to 3 times higher!" The solution,

developed with start-up company Syslor, was singled out by the jury of the Operational Excellence Awards. The objective of the competition, launched in 2019 by the Innovation Department, with the backing of Thierry Méline, General Manager, France, is to share local solutions developed for the execution of projects. "Innovation, in all its forms, is a powerful lever for solving operational problems", underlines David Lerouge, Colas' Innovation Manager. More than 200 applications, 30,000 online consultations, 15 finalists gathered in Paris from around the world: the competition was embraced with

enthusiasm, generated numerous discussions and shaped progress for the winning projects, now being tested nationally. In northeast France, Stéphane Rusé, engineering unit coordinator, is responsible for ensuring tests on the augmented reality tool take place in optimum conditions for the profit centers who signed up to take part. "It is on the ground that an innovation's future is determined", says this former surveyor, who provides detailed feedback to the Innovation Department. These three enthusiasts are convinced: sharing is synonymous with improving!



Sunny Eckman
Regional Controller
Simon
USA

Diversity is an integral part of our daily life

“Sometimes you have to dare to do something you’ve never done before”: Sunny Eckman’s career seems to have been guided by daring and new beginnings. Born in Thailand, Sunny arrived in the United States in 2008 to study. Then, in 2012, she joined Simon, a Colas company in the USA, as payroll administrator. “I was afraid I wouldn’t be accepted when I arrived, but I soon realized there was no need to worry”, she recalls. “Here, diversity is an integral part of daily life and employees are attentive and open-minded.” Recently, Sunny took on her new role as regional controller.

It’s now her job to manage all direct and indirect financial transactions for the region. “The role gives me the opportunity to apply my accounting knowledge to real situations in order to find the best possible solution for the company”, she explains. Always ready to tackle fresh challenges, this dynamic controller is also careful to look after her own personal well-being. “Exercising and meditation are two of my priorities”, she recounts. “I always bear in mind that I can do anything... but not all at the same time!”

COLAS COMPANIES IN THE USA



- 1 Barrett Industries
- 2 Branscome Inc.
- 3 Reeves Construction Company
- 4 Delta Companies Inc.
- 5 Simon
- 6 Sully-Miller Contracting Co.
- 7 Colaska

CROSSROADS

**In a world shaken by an unprecedented health crisis,
Colas is mobilizing and transforming to address
the new challenges facing our society.**

**Routes takes a look back at some of the key events
of recent months for the Group.**



Works on the
Magny-Cours
racetrack in June
2020.

COVID-19

COLAS AND THE HEALTH CRISIS

In 2020, an unprecedented health crisis, caused by the Covid-19 pandemic, has engulfed the entire world... and it remains an active and present threat. The economic and social impacts of this crisis have been far-reaching, leading to a fundamental transformation in the way we lead our lives, both at work and at home: new health protocols, teleworking, etc. Analysis.

At the start of January 2020, the discovery of a new coronavirus (SARS-CoV-2) was announced by the Chinese health authorities and the WHO. In the space of a few short weeks, the virus had crossed borders and was actively circulating in a large number of countries. The situation has led governments to impose restrictive measures, and even total lockdowns in some places. That has been the case in several countries where Colas operates, in Europe, Africa and Asia. In the midst of this crisis, the challenge for the Group has been two-fold; to ensure the continuity of its business, where possible, without compromising employee health and safety.

AN UNPRECEDENTED MOBILIZATION

On March 15, Colas launched a dedicated crisis unit at head office,

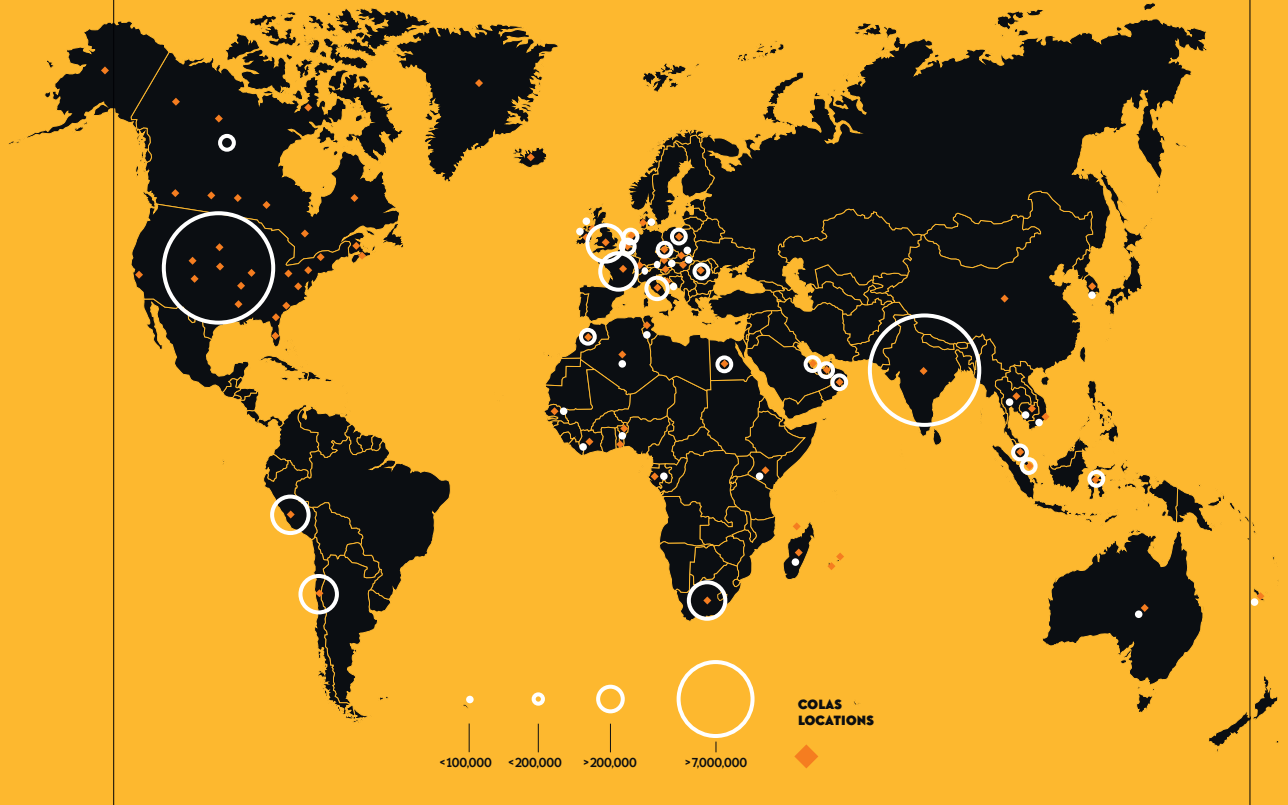
which met every evening. Within the unit, representative of the Group's business and geographical spread, information was shared making it possible to take appropriate decisions for each individual context. While activities were maintained at most locations, France, which accounted for 48% of Colas' revenue in 2019, proved to be one of the hardest hit countries. Strict lockdown measures were imposed, prompting Colas to suspend work on its jobsites. This decision was subsequently adopted by the rest of the profession. The challenge: to take the time necessary to reorganize activities while factoring in the health context (introduction of safety measures, purchase of masks and hand sanitizer).



IN BRIEF

#TOTAL NUMBER OF COVID-19 CASES

IN COUNTRIES WHERE COLAS OPERATES (OCTOBER 2020)



#KEY DATES

16 *December*
2019
First case of Covid-19 reported in China

15 *March*
2020
Creation of the Covid-19 crisis unit at head office

17 *March*
2020
Work stopped on all Colas jobsites and production sites in France

25 *March*
2020
Suspension of Colas' 2020 objectives

08 *April*
2020
Global distribution of the Group's Covid-19 guidelines and posters

10 *April*
2020
Colas' production sites reopen in France

>> *May*
2020
100% of Colas jobsites up and running again in France

>> *Summer*
2020
business as usual at Colas

19 *October*
2020
Around 40 million Covid-19 cases recorded globally

ON THE GROUND

#DIFFERENT PERSPECTIVES

AXIMUM'S NOYON PLANT: ADAPTING IN RECORD TIME

A COLLECTIVE CONTRIBUTION

"Aximum's Noyon plant closed its doors in March. Teams immediately turned their thoughts to how they could help in the fight against Covid-19. It so happens that 8 tons of ethanol are stored at the Noyon site. Traditionally used for road marking products, this alcohol is also the main ingredient in hand sanitizer, for which demand has surged since the start of the epidemic."

Joël Munier,
Production Manager at Aximum's Noyon site

THE RIGHT FORMULA

"We spent a few days working on the formulation for hand sanitizer. After several tests in the lab, the formula went into production on April 14. Six weeks later, 40,000 liters of hand sanitizer had already left the plant."

Romain Janssen,
Laboratory Manager, Aximum

A WAVE OF SOLIDARITY

"The plant appealed to colleagues from other sites for help. In my day-to-day job, I am responsible for safety and it is not an empty word as far as I'm concerned. I signed up out of a sense of solidarity and I was keen to contribute in my own small way."

Hoder Boudahmane,
Job Superintendent specializing in the protection of sensitive sites for Aximum's Taverny profit center

THE ENTREPRENEURIAL SPIRIT

"It took just a few days from the emergence of the initial idea until the delivery of the first bottles: an organizational, technical and human feat. We managed to think outside the box thanks to our entrepreneurial spirit. We need to build on this experience to ensure it can be put to good use in the future."

Benoît Castex, Marking and Safety Products Manager, Aximum

#TESTIMONY



"Covid-19 officers have been appointed on jobsites. Our role? To reorganize operations taking into account the health challenges."

Sometimes it's complicated implementing procedures on the ground, particularly when it comes to mask wearing. We are also proactive in seeking ways to make working conditions less difficult and uncomfortable: for example, teams are supplied with individual water bottles to limit contact. All these protective measures, as well as the reorganization of operations, have an impact on productivity, but we never lose sight of the fact that the health of our employees remains our priority."

Cyril Baron, Covid-19 officer and Safety Manager for Colas Projects

“Support departments have been extremely responsive. All around the world, our employees have demonstrated their commitment and solidarity.”

Éric Haentjens,
Group General Secretary

Behind the scenes, Colas made preparations for activities to resume as quickly as possible and addressed the many challenges associated with this unprecedented situation: the drawing up of new Group health protocols, the logistics required to ensure emergency supplies of products out of stock across the planet, the administrative management of the furlough scheme for human resources and the provision of IT equipment for staff now working from home. “Support departments were very responsive”, praises Éric Haentjens, the Group’s General Secretary. “And more generally, our employees have demonstrated their commitment and solidarity.” In France, jobsites began to reopen

in April. “Even before the end of lockdown on May 11, more than 80% of activities had resumed”, recalls Thierry Méline, General Manager, France. “We gradually regathered our strengths and our employees were sufficiently reassured to get back to work as soon as possible.”

AN IMPACT THAT IS DIFFICULT TO EVALUATE

By the summer of 2020, Colas’ activities had almost returned to normal. However, the Covid-19 epidemic is not over. So it is difficult to evaluate its impact on the Group’s business. That is because the effects are dependent on a number of factors. These include the extent and duration of the pandemic, prevention and support measures put in place by the governments of the countries concerned and the length of time jobsites are shut down, etc. “In France, we experienced significant turbulence in terms of revenue in March and April”, explains Jean-Paul Jorro, Group Business Plan and Financial Control Manager. “The geographic diversity of the Group, which operates in more than 50 countries, with economies that differ in the way they work, makes Colas particularly resilient. Our main concern today in France relates to the number of public calls for bids.”

THE NEED FOR REINVENTION

The pandemic has pressed home the urgency of societal issues such as climate change, the preservation of resources and biodiversity and



Posters displaying safety measures on the Group’s sites, in France.





Safety kit.

“The maturity of our teams in terms of safety has been crucial when it comes to maintaining or resuming work on jobsites. An illustration of leading by example that needs to be perpetuated in the long term!”

Bernard Sala,
Group Deputy Managing Director,
Responsible Development
and Innovation

ethical and social expectations. Before the health crisis, Colas had begun structuring a new corporate social responsibility (CSR) policy. Its ambition? To establish, at Group level and for every geographic zone, a clear course, target objectives and performance indicators by which progress can be measured. This wide-ranging project has proved even more relevant during the health crisis. And it is a phenomenon that has been observed across the company. “The crisis has confirmed our intuitions and validated some of our strengths”, confirms Bernard Sala, Group Deputy Managing Director, Responsible Development and Innovation. “For example, the maturity of our teams in terms of safety has been crucial when it comes to maintaining or resuming work on jobsites. An illustration of leading by example that needs to be perpetuated in the long term!”

Hence the crisis has revealed the strengths of the Group, of its DNA that knows no borders, built on the values of caring, sharing and daring. A focus on people, proximity, a strong local presence, combined with the strength of a large international group: these fundamentals will be vital when it comes to overcoming the difficulties ahead. “It seems obvious that work will never quite be the same again, with digital transformations on production sites and in offices, and that new collective and individual ways of operating will be developed”, underlines Philippe Tournier, Group Human Resources Manager. In the summer of 2020, Colas launched a reflection process aimed at identifying the functional and operational challenges for our professions and activities, and coming up with proposals to transform our working habits and improve the way we operate, while preserving Colas’ social bonds and culture.” Mobilization, adaptation, and resilience will thus be the watchwords for employees over the coming months. ♦

NEW WORKING METHODS

#INCREASE IN USE OF DIGITAL TECHNOLOGY

Figures relating to observed changes, over the space of just a few weeks, in the use of digital technology by the Group's employees:

23,000 +50%
users per day
of Skype and
Teams apps

6,000 X3
calls per day
via the Teams app

120,000 X4
conversations
per day

2,000 X5
virtual meetings
per day

#TELEWORKING: MORE IMPORTANT THAN EVER BEFORE

A perception of teleworking even more positive after lockdown*:

* Results of the survey conducted among all Colas managerial staff/ foremen, technicians and supervisors in France, via an online questionnaire, from June 17 to 29, 2020.

75%
of managerial staff/
foremen, technicians
and supervisors

with a positive perception
(compared to 68% before the crisis)

+7 PTS
of positive opinions

compared to initial perception prior to the crisis

A PRACTICE TO BE CONTINUED

82% wish to continue
teleworking 1 or
2 days per week

OCCASIONALLY (44%)
OR REGULARLY (38%)

#TESTIMONY



“I started working at Colas two weeks before we were all told to work from home.

It was quite a kick-off but I have to say a positive one. Thanks to the tools at our disposal (emails, chats, video conferences), I have been able to work closely with the teams, even remotely. Social media and video technology have also kept the community spirit going: managers have stayed in touch with employees via YouTube and Facebook. In reality, there are endless ways of being together without being in close physical proximity.”

Megan Muller,
Communication Manager,
Colas Inc., USA

COVID-19

WELL DONE AND THANKS TO EVERYONE!



MEASURES TO PROTECT EMPLOYEES' HEALTH AND SAFETY

As the pandemic spread around the world, the Group has been able to continue to work in some locations, and had to temporarily suspend or slow down activity in others, depending on each branch's individual economic, regulatory, health

and cultural context. The Group has adopted a coordinated approach where appropriate, such as for the supply of masks and products or the definition of rules. Around the world, measures have been implemented at jobsites and production sites designed

to protect the health of employees and ensure their safety: the wearing of masks and/or other forms of PPE (safety glasses), the use of hand sanitizer, social distancing, disinfection and cleaning of equipment, jobsite and production organization.



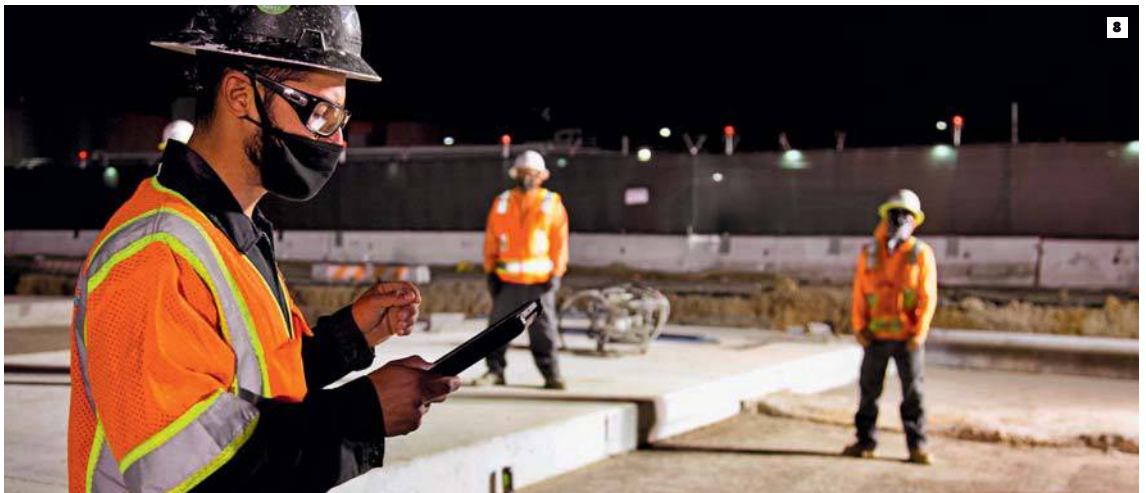
5



6



7



8

- 1 Profit center offices adapted, Colas, France.
- 2 Mask wearing on an industrial site, Standard General Inc., Canada.
- 3 Safety meeting on the Jakarta light tramway project, Colas Rail, Indonesia.
- 4 Keeping safe on the A10 Highway project, Colas, France.
- 5 New health protocols on jobsites, Reeves Construction Company, USA.
- 6 Social distancing, GTOI, Reunion Island.
- 7 Safety meeting, Colas France.
- 8 New regulatory equipment, Sully-Miller Contracting Company, USA.





A WAVE OF GENEROSITY SWEEPING THE WORLD

During the first weeks of the Covid-19 health crisis, significant needs began to emerge in terms of protective equipment in other segments. Colas companies and profit centers everywhere were quick to proactively donate any stocks they

had across their own region. Disposable and washable masks, gloves, overalls, safety glasses, hand sanitizer and cleaning products were distributed to local structures (healthcare facilities, retirement homes, police stations, fire stations), local authorities and Colas

partners. Some Colas companies also contributed to national support and solidarity funds and organized food handouts for local people.



1 Hand sanitizer production, Aximum, France.

2 Hand sanitizer production, SAMI Bitumen, Australia.

3 Safety equipment donations, Sorocom, Romania.

4 Equipment donations, Colas Ltd, Uganda.

5 Securing drive-in Covid-19 testing facilities, Colas Ltd, UK.

6 Food and Hygiene donations, Colas HRVATSKA, Croatia.

7 Donation of hand sanitizer, Aximum, France.

8 9 Equipment and health product donations, Colas Madagascar, Madagascar.

TOGETHER

Today, Colas operates in more than 50 countries, on five continents, via 800 sites and companies firmly rooted in their local communities. For all that, the Group's 57,000 employees unite around common values and a shared culture.

Site crew at the
Sources du mistral
wind farm in
Burgundy, France
in April 2019.



GROUP CULTURE

TOGETHER!

A mission, a set of values, a culture, an ambition: throughout the world, the Group's employees are united by the Colas brand.

Reflecting the company's identity and singularity, the brand is a strategic asset. In recent months, in-depth work has been carried out to further reinforce its potential. Explanations.

THREE STRONG VALUES

CARING

At Colas, caring is one of the key values underpinning the corporate culture. Acting ethically and ensuring the safety of all are priorities.

SHARING

Sharing is also one of Colas' cornerstones: the pooling of talents and resources in all their diversity, teamwork and cross-functionality drive the company's progress.

DARING

Daring is etched in the history of Colas, born of innovation. The pioneering spirit has propelled the company since its inception.

The Colas diamond has been "branded" in people's minds for the past 90 years. In 2017, the evolution of the logo and the adoption of the "We open the way" signature led to the emergence of a radical reflection process. "Colas is a recognized brand", observes Delphine Lombard, Communication and Brand Manager. "But the profile of the logo is only part of the story! The brand is also a vision, a discourse, a set of values. The visibility of each of these elements must be reinforced to enable the Group to exploit the Colas brand to the full."

ONE COLAS BRAND

In 2017, the One Colas corporate project formulated the ambition to unite expertise around a single strong brand. In 2019, a dedicated project – "One Colas Brand" – was launched by Frédéric Gardès,

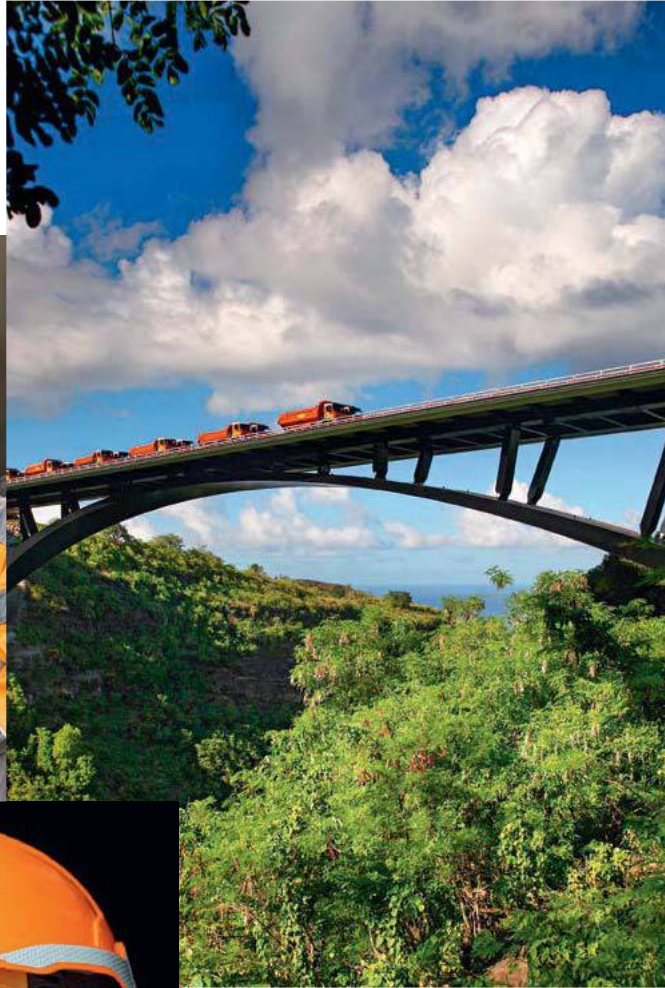
Colas CEO. "Communication and brand are inextricably linked", points out Delphine Lombard. "The power of a brand is hinged around communication: graphic identity, coherent discourse, advertising campaigns, events, social media presence... all these elements help promote the Colas brand to existing and potential customers, partners, employees and job applicants."

A COLLABORATIVE INITIATIVE

The stated objective of the One Colas Brand project: to deliver a "brand platform" within a few months (see page 48). This summary tool, designed for internal use, recapitulates all of the brand's attributes.



SHARING



DARING

CARING

"Employees are the primary ambassadors of the brand, both inside and outside the company", explains Stéphanie Beauvais, Brand Manager. "As such, they have an integral role to play in this project: this was never about imposing an off-the-shelf discourse internally; the initiative has been collaborative from the start." A representative group of employees was asked to take part in workshops and surveys in order to draw up a picture of their perception of the brand, as well as

their experiences, expectations and questions. Several hundred people from the four corners of the "Colas world" contributed to this part of the process. "These get-togethers were extremely enriching", reports Stéphanie Beauvais. "We realized the extent to which this search for meaning was a driving force for employees." The conclusions of the perception survey then guided the design of the brand platform, unveiled in the fall of 2020. This in-depth work was conducted

with the support of a dedicated body, the Brand Council, which will continue to operate in the future. "A strong brand is also one that is unified", Delphine Lombard reminds us. "A reflection process was conducted concerning our various logos: the Brand Council acts as a referee with respect to existing scenarios... and those yet to come!"

A NEW VALUE SYSTEM

Caring, sharing, daring: three values emerged during the employee workshops. "A plea from the heart from participants true to the history of Colas", comments Stéphanie Beauvais. Universal values that are easily understood and recalled... "Our employees experience them every day. During the health crisis, when things get tough, the spontaneous waves of solidarity have repeatedly proved the strength of the culture that reigns throughout our Group", underlines Delphine Lombard. "Lastly, our values are embodied in unifying events such as the Colas Team Cup: they resonate resolutely through sport, without borders, without distinction between participants." ♦

THE COLAS BRAND PLATFORM



OUR ORIGIN

Colas was created to rise to a new challenge: exploiting a patented breakthrough bitumen emulsion innovation called Cold Asphalt.



OUR ACTION

Connecting communities and fostering exchanges for the world of today and tomorrow.



OUR MISSION

Designing, building and maintaining sustainable transport infrastructure from our local roots, around the world.



OUR AMBITION

Being the world leader in innovative, sustainable mobility solutions.

COLAS TEAM CUP

FASTER AND STRONGER TOGETHER

In the beginning, it seemed like a gamble: uniting employees around an international sports competition. The first edition was embraced enthusiastically by everyone and Colas' teams were up for the challenge again in 2019-2020. Here we look back at one of the highlights in the company's year.


JENNIFER FLAHAUT
JOANNA BRUDER

 FRANCE
NORD-EST TEAM

#running

"The Colas Team Cup was pivotal for both of us: Jennifer started running especially for the event, while Joanna switched from training solo to having a partner to accompany her..."

"Taking part in a sports competition between colleagues is an enriching experience: you realize just how far collective enthusiasm and the encouragement of others can take you."

**GHISLAIN GUENIER**

FRANCE
CENTRE-OUEST TEAM

#running

"As a sport, running is an integral part of life in our region: the Colas Run Centre-Ouest association was launched in 2016 and has 90 members. We run races together and we motivate each

other from a distance... Beyond the athletic performance, more importantly, we have developed a strong team spirit between employees from several profit centers."

**CHRISTOPHE VOY**

THAILAND
SUPPORTER OF
THE ASIAN TIGERS
AND COLAS TEAM CUP
ASIA PACIFIC
COORDINATOR

#supporters

"In Asia, there was a huge turnout for the Colas Team Cup: 43 teams, made up of more than 300 soccer players and 100 runners, took part in the qualifying rounds. In the end, 24 Asian Tigers came

here to demonstrate their sporting prowess, but that's not all! Speaking English, traveling to the cold, meeting colleagues from the other side of the world: this is all about pushing yourself to the limit!"



EDMUND DUMA
SOUTH AFRICA
BIMEA* TEAM

#running

"In order to qualify, I started by running my first marathon... then another. I trained hard, and I ran faster. I was determined to come and represent my colleagues and my country. My team didn't win, the forest

race was really challenging for me... but the people I met and the pleasure of being together are the things I will take home with me."

*British Isles, Middle East, English-speaking Africa.



LYDIA PEPIN
CANADA
CANADA/BML
CONSTRUCTOR
QUEBEC
SOCCER TEAM

#soccer

"As the only woman in the soccer competition, I really felt I was bringing something extra to the dynamics of my team. My teammates and I don't always share the same point of view

so there is a lot of discussion. It's all about diversity and being open-minded. I was the first female employee to take part... and I hope others will follow in my footsteps!"

SANDRINE MAIGNE**STÉPHANIE GONCALVES****HÉLÈNE CASTELLI**

FRANCE
SUPPORTERS OF THE
PSB AND PAVILLONS
FOOTBALL CLUB
TEAMS

#supporters

"Two teams from the profit center qualified for the finals: being there to support them, via social media or at the event itself, was the natural thing to do! In our profit center, sport is sacred: we all take part in some form or another and

the profit center manager is right behind us. It brings us together and creates a fun working environment."

**XAVIER DE FARIA**

FRANCE
WORLD CHAMP' TEAM

#soccer

"The Midi-Méditerranée soccer team, the winners two years ago, came to defend their title. Several tournaments were organized around the region and each winning team selected a player for the finals.

So our team is specially assembled for the occasion. Its diversity is our strength and encapsulates the Colas spirit perfectly."

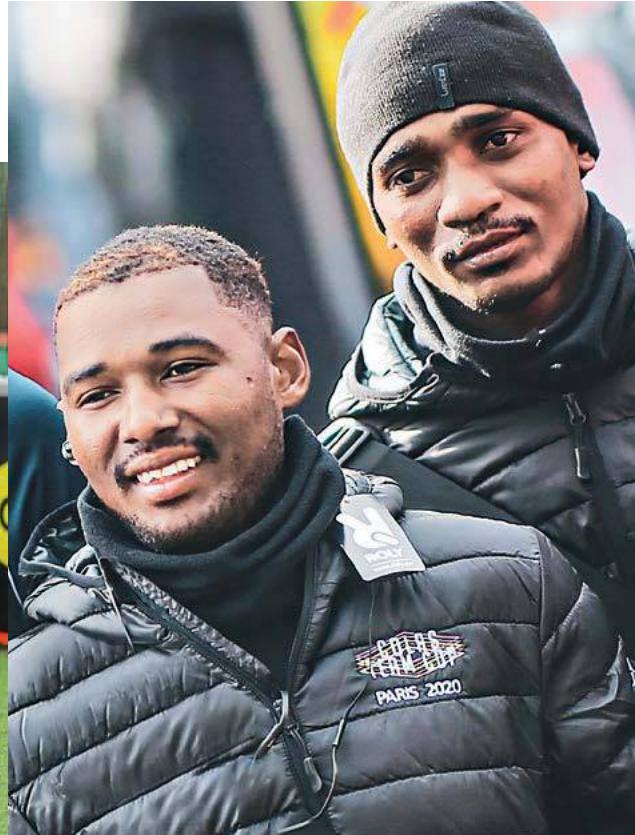
BACAR MAHAMOUDOU
ANTOY

CHAMOU SAIDY
MAYOTTE
COLAS SOCCER TEAM

#soccer

"We were impressed by the other teams and sometimes felt like the 'minnows' in the competition! But that just drove us on and we reached the quarter finals! As well as being proud of our achievement,

we will take away memories of meeting Colas employees from around the world: a really great experience!"



JULIEN POLMANS
BELGIUM
BAYER LES VERRÉS
CUL SEC TEAM

#soccer

"Our soccer team was formed for the first edition of the Colas Team Cup, and we've played regularly ever since. We all have different jobs and specialties, but we have got to know each other

well and our ties on the soccer field and at work have been strengthened as a result."



SAFETY RULES: MAKE IT A DATE, ALL YEAR ROUND!

Safety Week 2020 marked the launch of the Group Safety Rules.

Starting in October, you will be able to watch a different video explaining one of these rules every month:

**a new way to continue building
our shared safety culture together.**



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Photographs showing people not wearing masks or social distancing
were taken before Covid-19 pandemic restrictions.

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2002 - Paul Ricard Racing Circuit

The ultimate in road engineering, driving performance, and safety: in 2002, Colas transformed the Paul Ricard racing circuit, located on the Le Castellet plateau in southern France, into a test track unique in the world. Colas had been involved in the race track's construction back in 1971. In 2020, teams returned to the site to re-profile the iconic track.