



# 2009 ANNUAL REPORT



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## Editorial

For Coteba, 2009 was a year of both adaptation to the new economic context and preparation for the future.

While the economic and financial crisis that has been creating turmoil throughout the world since autumn 2008 has affected our markets, in particular that of business property, Coteba has successfully ridden the storm. This can be seen in our performance figures. Our consolidated turnover amounted to €182 million, that is to say at the same level as the pro forma accounts for 2008. Our net fees, which are a better indicator of our real activity, reached €135 million, a 3% increase over the previous year, while our operating income also grew significantly (+11%).

These results, which we can justifiably view as highly satisfactory in view of the present economic situation, must nevertheless not blind us to the fact that there are several subjects for concern: stiffer competition, particularly over prices, the development of contract procedures (design-built, PPP, etc.) that do not always work to the benefit of engineering companies, growing concern over public finances in France that may have a negative impact on public contracts, and so on.

These developments force us to adapt constantly to new market conditions. We did so with determination in 2009 and we will continue to do so. For example, we pursued our international development in spite of a difficult start to the year, when several major projects were terminated. Thanks to the Shell contract getting underway and the diversification of activities at our main subsidiaries (Italy, United Kingdom, Morocco, Vietnam), our international activity progressed and, in particular, we achieved a very significant improvement in our operating revenue. We also confirmed our external growth strategy and 2009 was marked by two entities joining our group: a South African company specialising in multi-sites in the petroleum industry, and Sodeg, a major building engineering company in northern France.

Our determination to develop and adapt to the new market conditions was illustrated most strikingly by the negotiations we held throughout the year with the management of Sogreah with a view to merging the two companies and forming a stronger and more diversified independent engineering company.

This 2009 annual report will be the last for Coteba in its present form. The Artelia group was officially formed at the end of March 2010. It combines the skills and know-how of Coteba and Sogreah and transforms us into a first-rank European engineering group. I am convinced that Artelia will accelerate the development of Coteba's skills, as well as those of Sogreah. And, most importantly, Artelia embodies the same values of independence, professionalism and sense of service.

And so an important page in Coteba's history has been turned. After nearly 50 years of existence, our group is taking up another challenge, which I am sure will be crowned with success thanks to Artelia!

Alain Bentéjac  
Chairman and CEO

### Turnover maintained in spite of the crisis

In spite of the continuing economic crisis that began in 2008, Coteba managed to maintain its turnover at €182 million in 2009, just over the €181 million for the previous year. Turnover grew considerably in the turnkey construction sector, increasing by 20%. Net fees also improved by 3% from €131 to €135 million. Stabilisation of our turnover went hand in hand with a major reduction in the amount of subcontracted work (-33%) and a corresponding increase in production within the company.

### Contrasts from one sector to another

Coteba works in a wide range of sectors so that it can face a crisis in any one of them with a certain peace of mind. 2009 was marked by a major increase in Transportation and Infrastructure activity and in the corresponding profits. In contrast, falling orders from public-sector clients is having an effect on future business in this area.

### Healthy growth internationally in spite of the context

Following a very difficult year in 2008, when operations in certain countries suddenly came to a halt, particularly in the Middle East, there was renewed growth internationally, thanks in particular to the development of operations on behalf of certain oil companies. Thanks to its contract with Shell, Coteba began working in South and North America and in South Africa. International turnover now represents 29% of the Group's total.

### A good consolidated result

Although slightly down at €4.2 million, the net result of our integrated companies before goodwill amortization illustrates the health of our group. Operating income rose by 11%. Our debt level fell considerably.

### A larger workforce

As we emerge from the economic crisis, our company is increasingly able to mobilise its workforce. On 31 December, Coteba's had 1323 employees, compared with 1247 the previous year. These included 1009 executives/engineers and 314 administrative and non-executive staff, with 983 in France and 340 abroad.

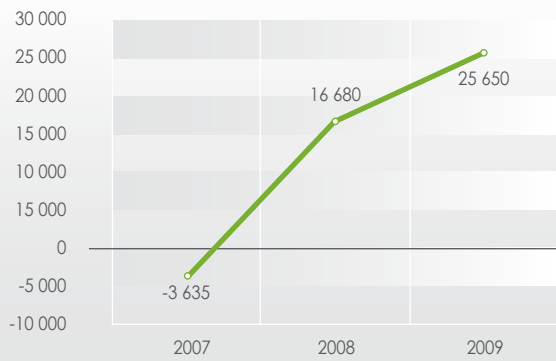
### Shareholding

The situation remained stable, with the capital held by three groups of shareholders: managers (52%), a company comprising 185 executives (45%) and a mutual fund open to company employees (3%).

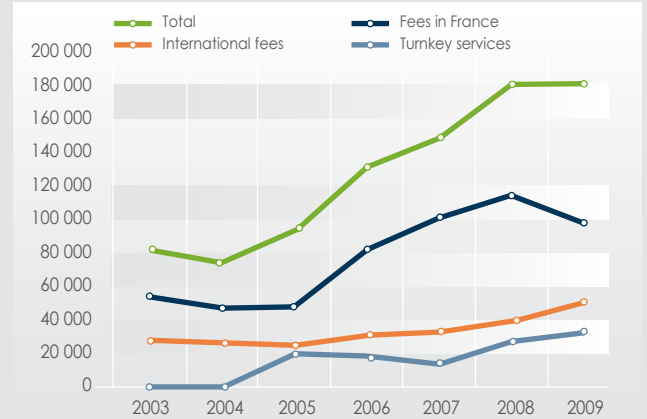
### Interesting prospects for 2010

Although we need to be cautious concerning the end of the crisis, our healthy order book, the diversity of our activities, the recurrence connected with certain contracts abroad, external growth involving the purchase of international offices and new business lines, plus the merger with Sogreah and the resultant synergies, are all encouraging signs for 2010.

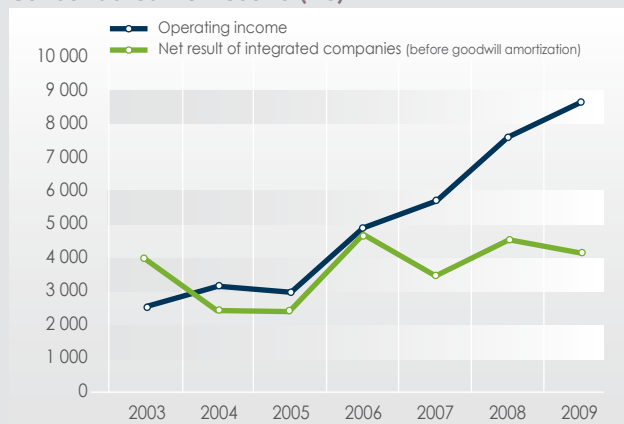
### Net cash flow (k€)



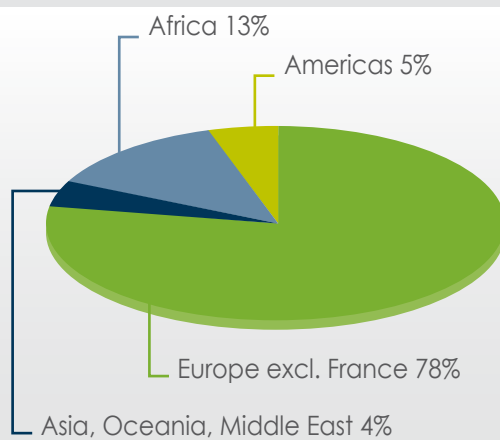
### Group consolidated turnover (k€)



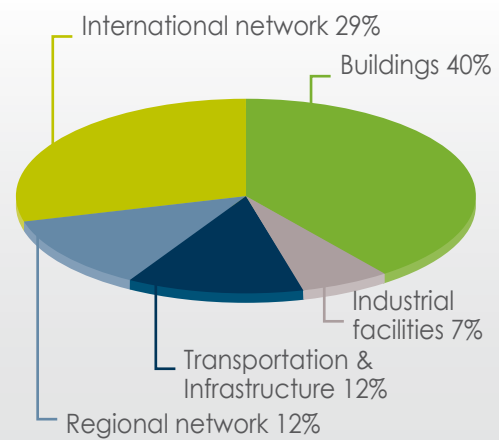
### Consolidated net results (k€)



### International turnover



### Turnover per sector of activity





## Buildings

### Office facilities

#### Construction

Coteba is a major player in the field of complex project and large-scale project management and contributed to the success of many operations, particularly in the Ile-de-France region. Alongside acclaimed architects such as Christian de Portzamparc, Valode et Pistre, Dominique Perrault and Marina Philippick in particular and on behalf of prestigious clients such as Nexity, Cogedim, Bouygues Immobilier, Vinci Immobilier and Eiffage Immobilier, Coteba delivered its clients more than 100,000 m<sup>2</sup> of high-tech office space including Front Office, Onyx and the Technopôle, which is to become the research and development centre for the telecommunication branch of the Bouygues group.

Following delivery, Coteba is acting as safety coordinator for major operations, notably for the French Ministry of the Interior at Levallois, the Mozart and Horizons towers in Paris, shopping centres (Bordeaux) and corporate head offices (Vivendi).

#### Rehabilitation

Rehabilitating a building is by definition more complex than building one from scratch. Coteba has made this one of its specialities, which is recognised by the profession. We revamped the 27-storey Anjou tower in the Défense complex and delivered the building to the Owner's satisfaction, as well as another office block in Paris, the Carré Suffren.

The First (formerly AXA) tower in La Défense complex underwent radical structural modification with the site being organised in a particular manner so that work could be carried out simultaneously on both the infrastructure and superstructure. After levelling the top of the tower, we are rebuilding 10 new floors that will make the tower the highest in Europe. It is due to be delivered in early 2011.

#### Turnkey operations

For contracts that require a stronger commitment, Coteba acts as EPCC or main contractor. This involves acting as single point of contact for the client, who may be an investor or institution, and providing a comprehensive property development package in which all investment is completely transparent.

Numerous office floor redevelopment projects were completed throughout the year on behalf of General Electric Real Estate, AXA Real Estate and GDF Suez.

In this highly competitive market Coteba was able to offer its clients the satisfaction of successfully completed operations thanks to its technical prowess, professionalism and commitment to safety.

#### Multi-site

Coteba maintained a high level of activity in multi-site operations, which are on a more modest scale but rendered difficult on account of their number and call for similar project management skills. These included branding, renovation and creation, technical and/or statutory compliance projects for networks of sales outlets.

We continued to serve our traditional clients, including banks (LCL, BNP-Paribas, HSBC, Crédit Mutuel-CIC, Société Générale) and heavy industry (Total) while continuing to develop in the automobile industry (Audi, Volkswagen), insurance (MGEN), telecommunications (Orange, Bouygues Telecom) and temping agencies (Vedior Bis), together with mass retailing (Ed) and fast food chains (McDonald's). For such projects we provided project management or design and construction supervision services, or acted as the Owner's representative.



## Health

For many years now, Coteba has been renovating or building public hospitals and retirement homes in France. We are currently working as project manager or technical design office alongside the architects on hospitals in Amiens, Bourgoin-Jallieu, Evreux, Gonesse, Honfleur, Metz, Nice, Nouméa, Orléans, Reims, Saint-Denis de la Réunion and Tours, and retirement homes in Allonnes and Beaune.

Our thorough knowledge of this sector of activity and of users' requirements led us to submit a comprehensive tender including funding, design/construction and operation for two retirement homes in Chalon in the context of a PPP competitive dialogue.

## Justice

This relatively recent sector of activity is continuing to develop well, with a wide range of services being provided, all of them subject to extremely strict confidentiality and data protection requirements.

In addition to Fleury-Mérogis prison, which we are renovating sector by sector, Coteba is also helping to build two high-security prisons in the departments of Orne and Pas-de-Calais. We were chosen by the APIJ (Agence Publique pour l'Immobilier de la Justice) to assist it in the context of a purchase order agreement with all future PPP prison projects. In September 2009, Coteba was chosen to assist the Ministry of Justice in scheduling and organising the competitive PPP tendering process for the new Paris central law courts, to be built in the Batignolles neighbourhood.



## Buildings

### Education - Research

Coteba has gained particular experience in assisting its clients in the field of education and research, which is now becoming a recurrent activity in France. In 2009, Coteba built research laboratories and an animal house immediately next to Georges Pompidou hospital on behalf of the French national health and medical research institute INSERM. The Ecole Polytechnique chose us to schedule the construction of its new laboratories. We are also assisting the University of Toulouse Le Mirail with its development.

In the framework of a huge rehabilitation programme for the University of Paris VI (Jussieu), Coteba also handed over the West sector of the campus and the central tower. We are participating in the creation of training centres comprising laboratories, conference rooms and theoretical and technical training rooms for Veolia in Lille, Tarbes and Lyons, and for EDF at Les Mureaux, and we completed the Campus des Métiers, a 22 000 m<sup>2</sup> adult training centre in Bobigny, on behalf of the Chamber of Trade.

### Hospitality - Housing

At the time of its creation, Coteba worked extensively in the field of housing and hotel construction. This once again occupies its rightful place as one of the group's major activities.

On behalf of Les Foyers de Cachan, we are developing 300-room student residence and finalising several programmes representing a total of 170 apartments in the Paris suburbs.

For various campuses and training centres, we are building several hundred bedrooms. We handled the construction of 220 luxury housing units as part of the redevelopment of the Laennec hospital site in Paris.

We are currently completing 800 cottages representing 4500 beds at the Center Parcs village at Les Harcholins (Moselle), on behalf of Pierre et Vacances.

Coteba also carried out design studies for a 350-bed, 4-star luxury hotel in La Défense complex, Paris.



## Sports facilities - Culture - Leisure

We are completing the Parc du Végétal, renamed Terra Botanica, which is scheduled to open early in 2010. In a 50 ha park near Angers, we developed an 11 ha area comprising a river and lake covering about 2 ha, planted 2000 outstanding trees, some of them over 90 years old, and installed over 30 attractions. The logistics areas and planted car parks cover a total of 10 ha. In the ever-active leisure sector, we will be handing over the Center Parcs village at Les Harcholins, which, in addition to the accommodation, comprises 25,000 m<sup>2</sup> of amenities, an aquatic centre, gym, dining areas and shops. Coteba took part in the technical studies for Saint-Quentin cycle stadium and for Aubervilliers Olympic swimming-pool.

## Digital economy

Drawing on our experience gained in designing and constructing trading rooms, we are building the largest one in Europe, at La Défense in Paris.

Coteba is taking part in the development of datacenters, huge digital "plants" that house data in complete security. Coteba delivered the 5th datacenter on the Marcoussis campus (Essonne) to an investor who will be providing secure hosting facilities for its clients. We also handed over to the Crédit Mutuel – CIC two data processing centres at Osny (Val d'Oise) and Verlinghem (Nord), following reorganisation. The Crédit Agricole also chose us to build its datacenter near Chartres.

## Deconstruction - Asbestos removal

Coteba has developed extensive deconstruction and demolition activities, as a follow-on from its specialist activities in the area of building cleansing (removal of asbestos, lead linings and cladding).

Coteba thus works ahead of development projects, in particular by refurbishing obsolescent buildings or carrying out soil decontamination or deconstruction operations on behalf of public clients (SEM Plaine Commune, EPA Plaine de France, EPF Ile-de-France, Paris Habitat, EPF Lorraine, etc.) or private clients (Allianz, Socomie, Carlyle, BNPPI, etc.).

After the central tower of Jussieu university campus, Coteba began work on five apartment blocks in sector 6.

At La Défense, we are carrying out asbestos removal, cleansing and demolition on the Air<sup>2</sup> and D2 towers, and asbestos treatment and cleansing on the Athéna, Descartes and Iris towers. On behalf of Carlyle, we are also carrying out an operation to remove the cladding, lead linings and asbestos from a 25,000 m<sup>2</sup> building in Rue Blanche, Paris.

Clermont-Ferrand hospital commissioned us in late 2009 to carry out decontamination and deconstruction work at its historic Gabriel Montpied site.



## Industry & Logistics

### Logistics

Coteba maintained a healthy level of activity on this particularly competitive market by handing over two logistics buildings to the French Post Office at Lesquin, near Lille, France and Cestas, near Bordeaux, France. Each of these centres is an industrial sorting facility, replacing local centres that had become obsolete. In Le Havre, we completed the third stage of a multimodal platform for dispatching parcels by rail, sea or road. Fedex commissioned us to extend its Roissy site. Covering several hectares, this hub is now the largest parcel reception/despaching centre in Europe.

On behalf of Air France, we delivered an industrial spare parts storage building at Orly, meeting the highest environmental standards, and are rehabilitating several multipurpose buildings (maintenance workshop, logistics, offices and staff facilities). GE Capital commissioned us to ensure the statutory compliance of several hazardous installations.

### Laboratories

Already active in this highly technical sector, we have continued our business by delivering antibiotics and anti-carcinogenic drug production laboratories to Sanofi, after renovating the occupied sites. Through its Directorate General for Armaments, the French Ministry of Defence, awarded us several contracts for the construction of "sensitive" laboratories. We are continuing our ongoing contract with Safran for the conversion of office buildings into laboratories for testing electronic equipment manufactured by Sagem.





# Transportation & Infrastructure

## Public transportation

The experience acquired through numerous operations have confirmed our position as a major player in the public transportation sector, including bus, tram and metro networks, with services provided including planning or assistance (for example, on behalf of the city of Le Havre for tramway lines 1 and 2 and for modernisation of its bus network), or network construction for the Bordeaux Urban Community (CUB) over the past ten years. The CUB asked us to provide support services for the extension of its tram and tram-train network, which has become the biggest in the country, and we also assisted the City of Paris for its tram network extension. In Cairo, we are participating in the coordination and design of metro line 3. In the high-speed train line sector, we are assisting Réseau Ferré de France which has taken out a PPP contract for the Brittany-Pays de Loire line, and are currently undertaking traffic modelling studies for the South Europe Atlantic HST line and for the Lyons-Turin rail link.

## Urban development

We are continuing our work on numerous assignments within the context of operations funded by the ANRU (national agency for urban renovation) by assisting municipal authorities and local administrations in deploying urban renovation projects, notably in Toulouse, Lormont, Dijon, Nice, Reims and Romainville. Coteba proposes its

expertise in mobility issues linked to urban projects, for example for the *Etablissement Public d'Aménagement de Paris La Défense Seine Arche* with a mobility strategy study associated with an urban definition contract. In the same geographical sector, we are actively participating in studies aimed at transforming La Défense inner ringroad to create a landscaped urban area.

In the dynamics of Grand Paris studies, Coteba is focusing on assignments involving urban development and mobility studies such as Le Grand Bourget and Aubervilliers. Similarly, we have undertaken a feasibility study for the Brussels Capital region (Belgium) with a view to renovating the European district around Rue de la Loi.

## Infrastructure

The Ile-de-France *Direction Régionale de l'Équipement* (public works authority) and the Paris city authorities commissioned Coteba to provide project engineering services to ensure real-time traffic safety and management in the main road tunnels of the Paris region (A6b, A86 Antony sector, A1 at Landy, Parc des Princes underpass).

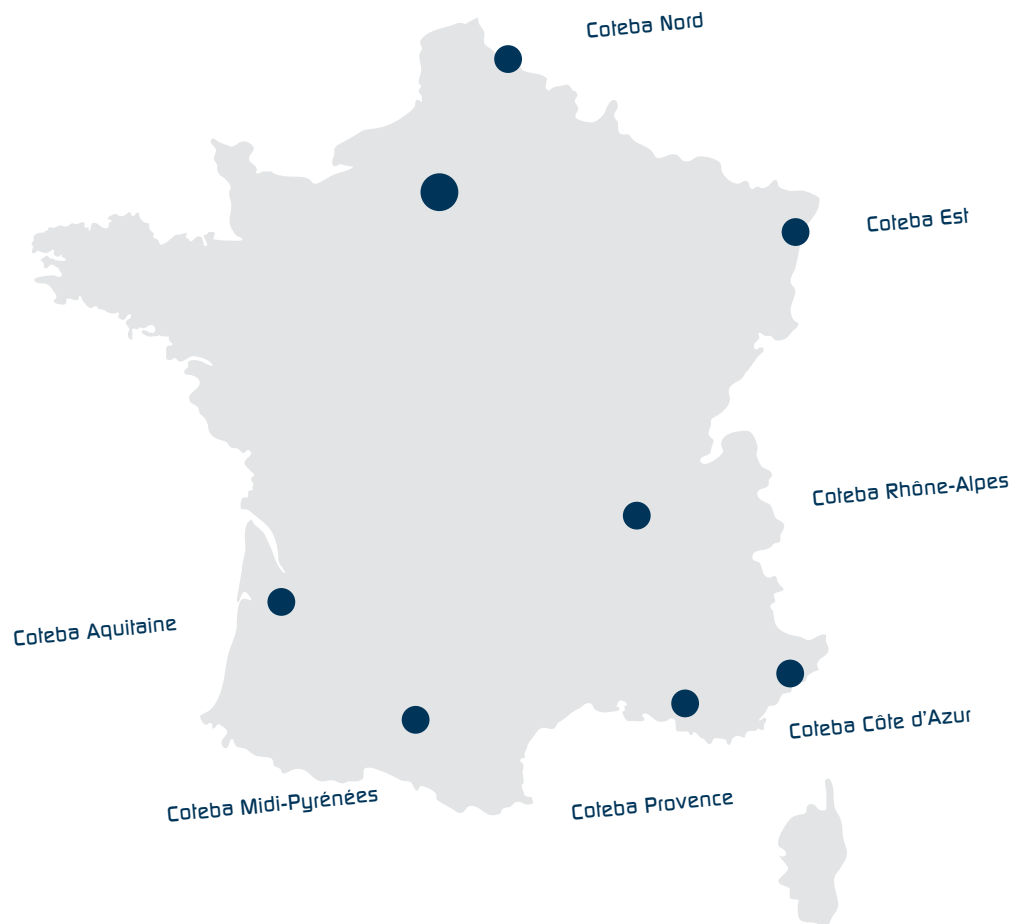
On the A65 motorway between Langon and Pau (SW France), as part of our engineering contract, we are giving extra special attention to environmental aspects, notably during the works construction phase.

# Regional network

The Coteba regional branch offices, some of which have been in existence for several decades, are indicative of the Group's concern to be in a position to support its clients during their development and to be actively involved in operations from long-term local bases that have the entire experience and know-how of the Group available.

Coteba's regional network consists of 7 branch offices employing 250 people and its brief is to develop the main business lines of the Coteba Group in each of the French regions.

For this purpose, the branch offices have their own specific skills enabling them to provide the proximity services and high-level response that their clients have come to expect. If and when required, they can call on the support of the group's technical design teams who are always on hand to provide the necessary skills to the regional centres.



## Coteba Nord

2009 was marked by the acquisition of Sodeg, an engineering company operating in building construction in northern France, with 75 employees. This acquisition strengthens the regional network, especially in the public facilities sector.

We delivered two datacenters that were built for Atos Origin and Crédit Mutuel-CIC, in close collaboration with specialists from the Group's technical division. Elsewhere, we are continuing with the construction of the Casino Barrière in Lille (France), one of our major operations, for which we were commissioned to provide construction engineering services.

## Coteba Est

The emblematic project of the branch office located in Strasbourg was the Moselle Center Parcs tourist complex (water park, sports centre, restaurants, shops) with 800 cottages for accommodating 4500 holiday-makers, built for the Pierre & Vacances Group. Coteba was appointed to coordinate the studies, provide project engineering services and supervise the construction works. The business portfolio of the office was further enhanced when it won a major public contract to provide engineering services covering all trades for Unterlinden museum in Colmar in partnership with the architects Herzog & de Meuron.

## Coteba Rhône-Alpes

In 2009, the Rhône-Alpes office continued its work on several major hospital projects including operations for Grenoble university hospital, Villefranche hospital, Vinatier hospital as well as assistance to the public legal body involved in the PPP for Bourgoin-Jallieu hospital. Throughout the year 2009, the Rhône-Alpes office participated in the competitive dialogue for the Chalon care home for the aged, providing its technical expertise and project management services. The office also won a major project engineering contract for the Clermont-Ferrand university hospital in collaboration with teams from Coteba head office.

## Coteba Côte d'Azur

The branch office in south-east France, completed several housing construction operations for which it provided project engineering services, such as the Royal Cap in Villeneuve Loubet comprising 240 dwellings and a tourist residence, for Nexity and Bouygues Immobilier, as well as the Saint-Georges Residence in Monaco where it provided management services. As project managers, we also took part in the design stage of the Odeon tower, a 170 m high residential tower block (Principality of Monaco), on behalf of the Marzocco group.

## Coteba Midi Pyrénées

Coteba's branch office in south-west France, located in Toulouse, completed several projects as the Engineer, including the delivery of the new engineering institute (ENSIACET) to replace the buildings destroyed by the AZF plant explosion a few years ago.

## Coteba Aquitaine

For its part, the Bordeaux office continued its participation as member of the engineering consortium for the Bordeaux tramway and also provided engineering services for several industrial buildings on behalf of various clients such as Sanofi or the French Post Office.

## Coteba Provence

The Aix-en-Provence office completed two design-and-build operations: Avignon hospital and the Cannes sterilisation unit. It also started work on the Antibes care home for the aged and the Aubagne physical medicine and rehabilitation centre (*Générale de Santé*). It is delivering construction management services for the extension to the head office of Crédit Agricole Alpes Provence and, in liaison with the multi-site branch, in rebranding Ed stores to Dia over the entire region. It also started work on the Arenc Bachas school in Marseille. Elsewhere, the office is involved in a major ongoing project for the Ambroise Paré private clinic as part of the *Euro-Méditerranée* operation.

# International network

Strongly developed at the end of the 1990s to cater for multi-site operations on behalf of major oil groups, Coteba's international network, with 35 offices spread over Europe, the Americas, Asia and Africa, brought in almost 30% of the group's annual turnover.

International business operations have been highly diversified. While multi-site operations on distribution networks (service stations, fast-food outlets, banking networks) represent about two-thirds of the business activity, the subsidiaries have nonetheless developed their own independent client bases for whom they provide engineering, project management and construction management services in a variety of building construction sectors (hotels, office blocks, shopping centres, residential housing projects, industrial facilities).

Coteba's international business activity had contrasting results in 2009. After a beginning of the year marked by the world economic crisis, reflected by the premature suspension of our service contracts in Dubai, Abu Dhabi and Morocco for Middle-East clients, the second part of the year was much more favourable with substantial business being awarded by our traditional clients. The year ended on a positive note with satisfactory overall results.

Thanks to the excellent performance levels of our teams working for major oil groups, notably Shell, we were able to achieve good

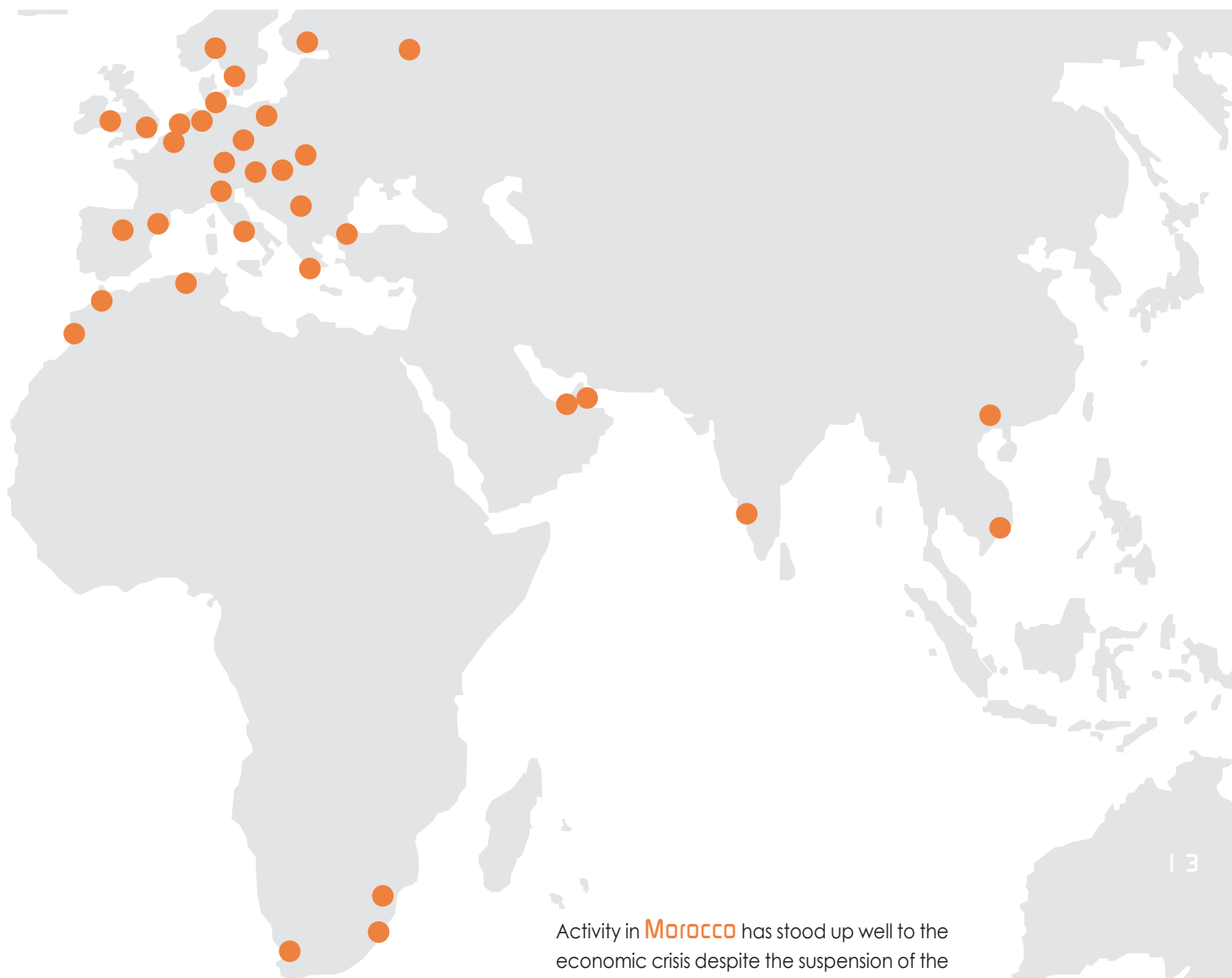


results in **Europe**, with high growth, especially in Italy, United Kingdom, Germany, Czech Republic, Hungary, Poland, Greece and Turkey. Moreover, the business activity in Italy and the United Kingdom also recorded substantial diversification.

The new subsidiaries in the **Americas** (Canada, Brazil, Argentina and Chile) saw the multi-site Shell oil project enter its full activity stage, with promising results.

The acquisition of ID Technologies in **South Africa**, subsequently renamed Coteba Pty, has enabled the Coteba Group to complete its geographical network to cover investment management operations for real-estate networks, services stations or general distribution. With a workforce of 30 employees, this new company works mainly in the distribution sector and has widened the Coteba's client base to encompass new





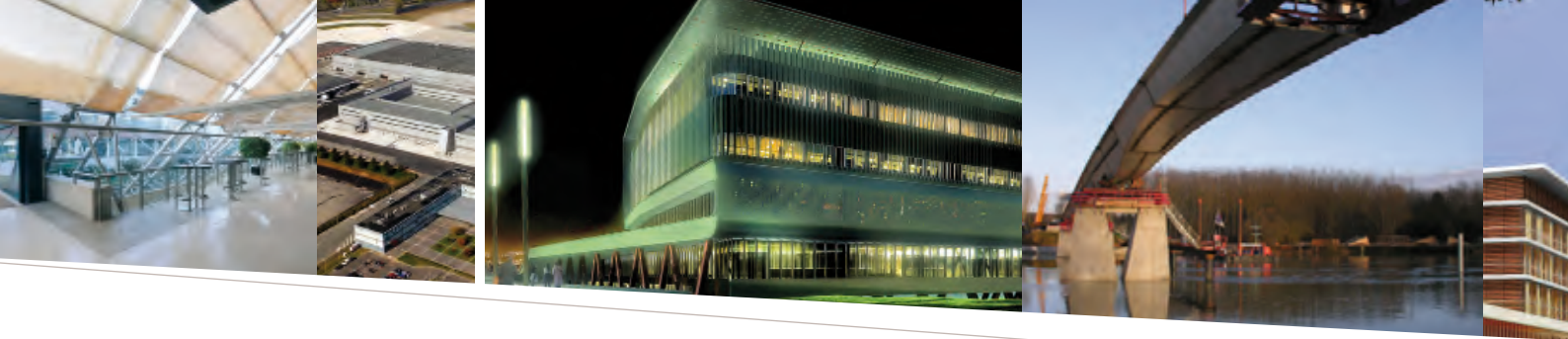
major oil groups such as Sasol and Engen. It forms a solid base upon which we shall be able to develop our services in the general distribution sector and more widely in all of Coteba's business lines.

Activiy has remained at a sustained level in **Vietnam**, where our already strong foothold in the construction management of tower blocks and multi-use complexes in Ho Chi Minh City and Hanoi through a diversified client base, has been complemented by initial successes in new activity sectors. This includes the Ho Chi Minh City tramway and the development master plan for Binh Duong province, two projects undertaken in partnership with the Transportation and Infrastructure branch. In less than four years, Coteba Vietnam has thus become a well-known service provider in Vietnam, especially in the construction sector, with many complex projects being undertaken, including a substantial number of high-rise buildings.

Activity in **Morocco** has stood up well to the economic crisis despite the suspension of the Al Houara project in Tangiers. The Maroc Telecom head office project in Rabat, the highest tower block in Morocco, is the flagship project, but other developments, especially in the hotel sector, have given excellent support to this activity.

The crisis had a much more severe effect on our offices in the **United Arab Emirates**, in **Algeria** and in **India** where business suffered a substantial downturn. A master plan project for development of the Half Moon Bay area in Dammam (Saudi Arabia) was started, thereby allowing us to keep a small team stationed in Abu Dhabi.

Despite the global financial and economic crisis, we nonetheless remain optimistic given the commercial contacts that have been maintained, our healthy order book and the announced merger with Sogreah. We are thus confident that our international growth will continue and expect our 2010 turnover and net income to increase.



# Research and Development

**Research and development** was diversified and developed in all the Group's activity sectors (buildings, industrial facilities, transportation and infrastructure).

Relating essentially to projects in which the Coteba Group provides design and construction management services, with more than twenty major operations involved, these actions have enabled project teams to conduct specific research work and to propose innovative solutions. The following actions are worthy of particular mention:

- research into the innovative treatment of datacenters with a view to reducing energy consumption associated with the cooling requirements of these rooms,
- research in partnership with Owners and industrialists with a view to enhancing the working environment of deaf or blind people,
- studies relating to the deployment of wind-powered energy generation in service sector buildings,

- energy recovery in lifts installed in high-rise buildings,
- design and construction of airtight aerosolisation containers that can be decontaminated after being used for class 4 pathogenic agents.

**The GERMA research project**, supported by the ANR (French National Research Agency) and which will span several years, entered its active stage during 2009.

This is an ambitious project aimed at creating a reference guide and practical tools for understanding and managing the risks associated with the development of complex civil engineering projects, including sustainable development aspects (societal, economic and environmental impacts).

# Social and environmental

In 2008, the Coteba Group's commitment in terms of sustainable development was reflected in the deployment of its own corporate charter that was applicable in three main areas:

- Working procedures
- Group organisation
- Internal corporate management.

The year 2009 proved to be particularly effective in respect of aspects relating to internal corporate management with

significant results being achieved on the key indicators:

- 16% reduction in letter paper consumption
- 18% reduction in electricity consumption in the buildings where the company exercises its activities in France
- 27% average reduction in the number of business trips by train and air thanks to a policy encouraging the use of digital communication tools (video conference in particular). This policy also gives priority to business trips by train rather than by air.



## External growth

In 2009, the Coteba Group continued towards achieving its external growth objectives by acquiring two companies, one working on a regional level and the other on international markets.

In October 2009, Coteba reinforced its presence in northern France by acquiring **Sodeg Ingénierie**. Operating out of the Lille area for more than 20 years, this company has become a benchmark in the region for its activities in the health-care, services and industry sectors. It has also developed specific skills in the design of water parks and aquariums. This acquisition

provides the Coteba Group with a diversified regional office with more than 75 engineers and technicians.

In March 2009, Coteba acquired the South Africa based **ID TECHNOLOGIES**. A specialist in multi-site operations, this company has offices in Capetown, Johannesburg and Durban. Following on from Coteba's growth in North and South America, this latest acquisition will enable the group to offer a substantially wider range of services to its oil industry clients.

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## responsibility

■ Systematically opting for less-polluting vehicles (<140 g CO<sub>2</sub>/km) when renewing the fleet of company cars.

Coteba is a member of the **Association ORÉE**, created in 1992 which brings together companies, local authorities and associations to develop a joint think-tank and implement concrete solutions for environmental management at territorial level.

In December 2009, Coteba together with Sogreah, signed up to the Copenhagen Communiqué drawn up by the "**Corporate Leaders Group on Climate Change**" association (University of Cambridge programme for sustainability leadership).

Since 2007, Coteba is a member of **Advancity**, a Research Cluster promoting sustainable cities and urban eco-technologies



## January

Coteba brings together all of the group's employees in France on the occasion of its annual convention. Presentation of the social and economic report for the past year and prospects for 2010.

## February

Coteba initiates the registration process and starts up operations from its Brazilian and Canadian subsidiaries in charge of the Shell project and of developing other business.

## March

Coteba gains a foothold in Chile and in Argentina by creating two new subsidiaries.

## April

Coteba takes control of ID Technologies. Based in South Africa and subsequently renamed Coteba Pty, this company contributes in particular to the deployment of the Shell project.

## May

The proposed merger between Coteba and Sogreah is presented to the employees of both companies.

## June

With Coteba's participation, Bouygues Immobilier takes possession of its new head office in Issy-les-Moulineaux: Galéo, HQE building designed by Christian de Portzamparc.

## July/August

Coteba inaugurates its new offices in the southern suburbs of Paris, after acquiring and renovating a building in Choisy-le-Roi, which now accommodates 70 employees. A communication campaign is launched on the proposed merger with Sogreah.

Coteba and Sogreah sign up to the Copenhagen Communiqué together with more than 800 companies from around the world.

## September

With Coteba's participation, Bouygues takes possession of the Technology Park built in Meudon (France) with a gross floor area of 140 000 m<sup>2</sup>.

In Vietnam, Coteba and Sogreah take part jointly in the first Green Biz show held in Hanoi.

## October

Alain Bentéjac, Chairman of Coteba, and Jacques Gaillard, Chairman of Sogreah, sign a memorandum of understanding defining the stages towards a merger of the two groups.

## November

Coteba acquires 100% of the capital of Sodeg, a building engineering company, thereby strengthening Coteba's presence in northern France. Coteba participates in the national public transport exhibition in Nice, presenting its activities in the tram and high-speed train sectors.

## December

For the 5th time, Coteba takes part in the SIMI (corporate real-estate exhibition in Paris) which brings together decision-makers and private and public investors, in order to present the group's activities. The new Rossignol headquarters, a project worked on by Coteba Rhône-Alpes and head office teams, is awarded a prize at the SIMI.

The references quoted in the pages of this document do not mention the projects' originators, partners or funding agencies. The aim is mainly to give as representative an idea as possible of the projects in which Coteba has been involved during the year. We should like to thank all our partners, clients and funding organisations in advance for their understanding in this respect.



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