

REPORT BY THE CHAIRMAN OF THE BOARD OF DIRECTORS OF AUTOROUTES PARIS-RHIN-RHÔNE ON THE PREPARATION AND ORGANISATION OF THE BOARD'S WORK AND ON INTERNAL CONTROL YEAR ENDED 31 DECEMBER 2010

In accordance with the provisions of Article L. 225-37 of the French Commercial Code (*Code de Commerce*), the Chairman of the Board of Directors is required to submit a report, attached to the Management Report, on the preparation and organisation of the Board's work and on the internal control and risk management procedures put in place within the APRR Group.

The Company has adopted unequivocally the AFEP-MEDEF recommendations on the compensation of executive corporate officers of listed companies published in April 2010. The Company does not refer to any other code of corporate governance as may be drawn up by other associations or confederations of business enterprises. Since its shares were first listed on a regulated market in November 2004 and its subsequent privatisation in February 2006, the Company has adapted its practices as and when needed to take into account changes in regulations and recommendations pertaining to corporate governance. To this end, it has amended its Memorandum and Articles of Association, adapted the Board's bylaws and implemented new organisation and procedures in the areas of legal, financial and corporate governance.

I. **PREPARATION AND ORGANISATION OF THE BOARD OF DIRECTORS' WORK**

The Chairman of the Board of Directors organises and oversees the work of the Board and reports back to the General Meeting.

The Chairman ensures that the Company's different management bodies function properly, and in particular that the Directors are able to perform their duties.

Pursuant to Article L. 225-51-1 of the Commercial Code, the Board of Directors decided not to separate the functions of Chairman and Chief Executive Officer.

The Company's general management has been entrusted to the Chairman of the Board of Directors, Mr Jean-François Roverato, who was appointed Chief Executive Officer on 7 January 2008.

The Chief Executive Officer represents the Company in its relations with third parties. He has been vested with the broadest powers to act under all circumstances in the Company's name. He exercises his powers within the limits set forth in the object's clause subject to those powers expressly granted by law to the Shareholders' General Meeting and to the Board of Directors.

The Chief Executive Officer's powers are exercised within the limits fixed by the Board of Directors and summarised hereunder in Chapter II.

Mr Philippe Nourry was appointed as Deputy Chief Executive Officer by the Company's Board of Directors on 7 January 2008. Working under the authority of the Chief Executive Officer, he has been tasked with overseeing the APRR Group. He exercises his powers within the limits fixed by the Board of

Directors, in agreement with the Chief Executive Officer, and summarised hereunder in Chapter II.

1 Board of Directors

1.1 Composition of the Board of Directors

On the date this report was drawn up, the Board of Directors comprised twelve members, eight of whom represent the majority shareholder Eiffarie and four of whom are from French local and regional authorities.

Board members were as follows:

- Jean-François Roverato
- Bruno Angles
- Gérard Bailly
- Edward Beckley
- Pierre Berger
- Louis de Broissia
- Philippe Delmotte
- Robert Galley
- Thomas Gelot
- Arnaud Montebourg
- Max Roche
- Peter Trent

Finally, in application of the concession agreement entered into by APRR, board meetings are attended in a consultative capacity by a government representative, in the person of the Director of Transport Infrastructures at the Directorate General for Infrastructure, Transport and the Sea.

1.2 Competence of the Board and succinct presentation of the Board's activity in 2010

The Board of Directors determines the guidelines for the Company's activities and ensures they are implemented. Subject to those powers granted expressly to the General Meeting and consistent with the limits set forth in the object's clause, the Board considers all matters relating to the proper functioning of the Company and debates all matters concerning the Company.

1.2.1 Strategic orientations, business plan and financial situation

At least once a year, the Board of Directors reviews the annual financial statements prepared by the Company and by the Group and the implementation of the strategy, business plan and financial policy defined for the Company and for the Group.

1.2.2 Prior authorisations

The Board of Directors is advised by the Company's senior management of all matters requiring prior approval by the Board.

1.3. Functioning of the Board of Directors

Internal regulations have been drawn up governing the functioning of the Board of Directors. These regulations are intended to define the scope of the responsibilities of the Board and its members and the manner in which the Board functions. It is the Board that defines the competence of ad-hoc committees and the matters coming under their purview.

1.4 Principles governing the organisation of Board meetings

The Chairman of the Board of Directors convenes the Board as and when he deems necessary in the best interest of the Company.

The memorandum and articles of associations and internal regulations of the Board of Directors set forth the conditions under which members participate in board meetings by videoconference and other means of telecommunications.

The Board of Directors conducts an annual assessment of its work. In 2010, the Board met on eight occasions. The attendance rate was 68%.

2 Internal regulations of the Board of Directors and ad-hoc committees

The Company's internal regulations are determined by the Board of Directors. These regulations define the manner in which function the Board and its two ad-hoc committees: Audit and Risks Committee and Selection and Compensation Committee. These regulations also contain the Directors' Code of Ethics.

2.1 Group Audit and Risks Committee

In accordance with its regulations, the Audit and Risks Committee consists of three members chosen by the Board of Directors for their expertise. Two members are Company Directors. The Chairman of the Audit and Risks Committee is appointed by the Board of Directors.

The French government representative may attend committee meetings in a consultative capacity. The Audit and Risks Committee met three times in 2010.

The Committee reviews the procedures for the preparation of the company financial statements and the consolidated financial statements. It ensures that the accounting methods are appropriate and transparent, that they are applied consistently, and that internal procedures for collating and checking the information contribute to achieving these goals.

Each year, the Audit Committee informs the Board of Directors as to the checks carried out and observations arising from its work.

It also refers to the Board issues relating to any options regarding the accounting standards being applied. Finally, it makes recommendations regarding the appointment and renewal of the statutory auditors and the quality of their work.

The Committee is informed of:

- the work and programme of the internal audit department;
- the annual internal audit plan, to ensure it covers key risks areas; and
- due consideration given to recommendations made by the internal and external auditors.

More generally, the Committee issues opinions on any accounting, financial or tax issues brought to its attention or that it felt it needed to consider.

Concerning risk management and internal control, the Audit and Risks Committee has been assigned the following responsibilities:

- assess the global effectiveness of the risk management and internal control system, including key corporate governance policies; and
- review the findings of risk mapping, including the mapping of major risks to which the Group is exposed, so as to take the full measure of the most important risks and the manner in which these risks are managed.

2.2 Selection and Compensation Committee

The Selection and Compensation Committee is charged with reviewing applicants for key management

positions within the Company and the Group and with issuing proposals and opinions in this regard. It establishes the procedures for selecting independent directors to be appointed in the future and submits proposals regarding the fixed and variable compensation of key management personnel and their terms and conditions of employment.

The Selection and Compensation Committee consists of four members chosen by the Board of Directors. Committee members are Board Directors. The Committee's Chairman is appointed by the Board of Directors. The Committee is convened by its Chairman as and when needed.

2.3 Compensation and board fees paid to Directors and Officers

2.3.1 Principles and rules for the compensation of the Directors and Officers defined by the Board of Directors (paragraph 7 of Article L. 225-37 of the French Commercial Code)

On 17 December 2008 the Company adopted unanimously and unequivocally the AFEP-MEDEF recommendations on the compensation of executive corporate officers of listed companies published on 6 October 2008 and amended in April 2010. The recommendations can be consulted on the website of the French Confederation of Business Enterprises at www.medef.fr

2.3.2 Compensation paid in respect of the year ended

The Shareholders' General Meeting has not voted a resolution setting the total amount to be paid by way of board fees to the Company's Directors.

The only Executive Directors of APRR are its Chief Executive Officer and Deputy Chief Executive Officer.

The Company's Chief Executive Officer did not receive any compensation from the Company.

The Company's Deputy Chief Executive Officer, Mr Philippe Nourry, was paid a total compensation of €489,400 for the year ended 31 December 2010, consisting of a fixed remuneration amounting to €259,400 and of a variable remuneration amounting to €230,000.

No options to subscribe to or purchase the Company's shares have ever been awarded by the Company.

The above information meets disclosure requirements for the standardised presentation of compensation paid to executive corporate officers contained the AFEP-MEDEF recommendations published on 6 October 2008.

2.4 Contract Award Commission

The Company has set up a Contract Award Commission charged with defining internal regulations for negotiating and performing contracts, as well as with issuing opinions binding on the Company regarding public works, supply and service agreements exceeding specified thresholds.

The Contract Award Commission operates according to the specifications appended to the service concession agreement. It does not per se constitute an ad-hoc committee reporting directly to the Board of Directors.

The Contract Award Commission met seven times in 2010.

2.5 Functioning of the Board of Directors of AREA

AREA, which is 99.84% owned by the Company and constitutes its main subsidiary, also has its own internal regulations governing the functioning of its Board of Directors. These regulations are based on the general principles underlying the internal regulations adopted for APRR's own Board of Directors.

Corporate governance principles are identical. A majority of AREA's board members also sits on the Board of Directors of APRR.

2.6 Shareholder attendance at General Meetings

Pursuant to Article 19 of the Company's Memorandum and Articles of Association, any shareholder may as of right attend General Meetings and participate in the deliberations, in person or by proxy, whatever the number of shares held, on production of valid proof of identity. However, attendance at General Meetings is subject to the shares having been recorded in the name of the shareholder or of an intermediary on the shareholder's behalf in accordance with regulatory requirements at least three working days before the General Meeting, no later than midnight Paris time, either in registered form in the company's register or in bearer form in the register kept by the authorised intermediary. The shares' recording in bearer form in the register kept by the authorised intermediary is evidenced by a certificate of ownership issued by this intermediary.

2.7 Information governed by Article L. 225-100-3 of the French Commercial Code

Information governed by Article L. 225-100-3 of the French Commercial Code is disclosed and explained in the Directors' Report submitted to the General Meeting if such information is likely to be of significance were a public bid to be made.

The full text of this report can be found in the Annual Report that is available from the Company's website at www.aprr.com. This report is posted to the website after the board meeting held to approve its content.

II.

INTERNAL CONTROL PROCEDURES

Internal control procedures implemented within the Group, introduced in accordance with the principles laid down in the report issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), correspond to the AMF's guidelines. The report state that internal control is a process, implemented by an entity's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations

This definition is based on a number of key concepts, which are that:

- Internal control is effected by people. It is not merely policy manuals and forms, but people at every level of an organisation. An internal controller, who is responsible for the procedures and reports to the Group General Secretary, was appointed in 2010.
- Internal control can be expected to provide only reasonable assurance, not absolute assurance, to an entity's management and board.

Internal control consists of five interrelated components integrated into the management process: control environment, risk assessment, control activities, information and communication, and monitoring.

1 Powers of the Chief Executive Officer

The Chief Executive Officer is vested with powers by law. He is responsible for managing the Company and for representing the Company in its dealings with third parties. He is vested with the broadest powers to act on behalf of the Company in all circumstances, provided that these acts are consistent with the

object clause and not expressly of the competence of the Shareholders' General Meeting or Board of Directors.

The Board of Directors controls the powers of the Chief Executive Officer in the case of major decisions relating to the Company and/or its subsidiaries when the amounts in question exceed €15 million.

The powers of the Deputy Chief Executive Officer are controlled in the same way as those of the Chief Executive Officer. It will be recalled that the Deputy Chief Executive Officer assists the Chief Executive Officer implement the policies defined for the APRR Group.

2 Financial management and information

The financial management of APRR and AREA have been placed under the authority of a single Chief Financial Officer.

The presentation of the company financial statements is identical and they are prepared applying the same accounting policies and methods at both companies.

The Group's consolidated financial statements are included in the consolidated financial statements of Eiffage Group. It is the same statutory auditors who report on the two sets of consolidated financial statements.

2.1 Organisation of accounting function and payment systems

Responsibilities for maintaining the accounting records and for payment instructions are allocated as follows:

Group Finance Department

The Group Finance Department defines the accounting methods and practices applied by the different Group entities. It controls these and ensures that they are applied consistently.

The Department produces the Group's consolidated statements. In terms of scope, these statements cover APRR, AREA (a 99.84% owned subsidiary of APRR), Adelac (a 49.9% owned subsidiary of AREA) and Axxès (in which APRR has a 22.8% participating interest and AREA a 5.3% interest). Adelac and Axxès are accounted for using the equity method.

The Department records operating expenses and capital expenditure by head office departments as well as loans. It is responsible for initiating the corresponding payments.

It is responsible for recording toll receipts settled on a subscription basis or using credit and other charge cards, as well as rental income from leasing commercial premises and telecommunication installations.

It consolidates and controls the accounting records of the Regional Departments and submits direct debit instructions to the bank. Finally, it produces the tax returns, accounting statements and the Group's consolidated financial statements.

APRR Regional Departments

The operations of the Company are coordinated by APRR's Operations Department, to which three Regional Units report. The operations of AREA are coordinated by AREA's Operations Department.

The accounting departments of the Regional Departments record operating expenses, capital expenditure, toll receipts (apart from amounts settled by subscribers or using credit or other charge cards) and miscellaneous revenue. Payment instructions are authorised in compliance with the delegation of power in application.

AREA Operations Department

AREA's Accounting Department is responsible for all accounting entries relating to the company's operations and it records the operating expenses and capital expenditure by the different departments as well as entries relating to the loans and to the commercial premises. All parameters relating to the operating expenses and construction expenditure are determined by AREA's Accounting Department.

2.2 Production and control of accounting statements

In accordance with regulations, the Group prepares consolidated financial statements applying International Financial Reporting standards (IFRS). The company financial statements of APRR and its subsidiaries are prepared in accordance with generally accepted accounting principles in France.

These financial statements are audited by independent auditors in accordance with applicable professional standards. The consolidated financial statements are available on the Company's website.

The Company has complied with the requirements of the so-called Transparency Directive since 2007 without having to avail itself of the transitional measures.

2.3 Organisation and control of capital expenditure and cash flow management operations

Capital expenditure monitoring

The Group's capital expenditure programme is drawn up on a pluri-annual basis. Monthly budgets for the current year and annual budgets for subsequent years are updated on a quarterly basis from the information provided by the operational departments concerned.

The Group's capital expenditure commitments arise from the concession agreements entered into by APRR and AREA and are specified and supplemented in the contract-based plans signed for the periods 2004 to 2008 and 2009 to 2013.

Forward looking statements

The Company seeks to assess business prospects over the remaining term of the concession based on macroeconomic parameters and communicates these estimates to the State pursuant to its obligations under the concession agreement.

Cash and debt management

Cash flow management gives rise to monthly reporting indicating estimated and actual cash flows at the level of the different companies (i.e. APRR and AREA) and at group level. More specific reporting is produced for the quarterly updates and on the balance sheet dates. Financing requirements are monitored using the information received each month on operating expenses and capital expenditure.

Cash flow management is now performed for both AREA and APRR by the Group Treasury Department applying common procedures.

Debt management involves arranging the financing needed by the Group and includes monitoring obligations and covenants for the various loan agreements and market financing as well as interest rate risk management, including making recommendations to limit exposure to this risk.

2.4 Budgetary control and reporting

The Group produces monthly management reports, which contain operational and financial indicators measuring traffic, revenue, productivity, quality, safety, operating expenses, investment expenditure, cash position, employee numbers and EBITDA for the month and year-to-date, comparing actual performances

with the budget and with the prior year. This report is produced on the 15th of each month.

As regards the preparation of the budget, each department draws up initial proposals regarding employee numbers and operating expenses in September or October of each year. These proposals are consolidated. Meetings are held with the Finance Department and the General Secretariat (Human Resources Department) to fine tune these proposals, which are then validated by senior management.

Once validated, the budgets are notified to the departments and integrated into the human resources and management systems. The budgets are broken down in monthly budgets.

During the year, budget estimates are reviewed on a quarterly basis in April, July and October. The results of this process are communicated internally along with a revised income statement.

Capital expenditure is the object of pluri-annual budgets, which are revised on a quarterly basis.

These budgets are discussed at meetings attended by the Group's Executives, the Finance Department and the Operational Departments concerned.

All projects for which the investment exceeds a specified ceiling fixed in 2010 at €100 thousand (excluding taxes) and at €1 million (excluding taxes) for infrastructure work, must be referred to the Group Commitment Committee. Projects below this ceiling must be approved by the relevant Department.

The Group Commitment Committee, chaired by the Deputy Chief Executive Officer and whose members are the Chief Financial Officer, the Major Investments and Construction Director, the Purchasing and Quality Assurance Director, the Engineering and IT Systems Director and the two Operations Directors, meets every month and examines each project from a financial, organisational and strategic viewpoint. Its decisions are recorded in a memorandum by the Deputy Chief Executive Officer which is sent to the managers of the projects submitted.

The Group's Deputy Chief Executive Officer and Chief Financial Officer ensure decisions taken are consistent with the contract-based plan and with the operational and financial objectives being pursued when the budget is being prepared and on the occasion of the quarterly updates in accordance with the procedure described above, implemented in consultation with the Company's operating and functional departments. It is these departments that are ultimately responsible to senior management for achieving the objectives.

3 Management information systems

The Engineering and IT Systems Department rolled out several new information system modules in 2010.

The new system for managing staff employed on a temporary basis (PIXID) was launched in 2010 as was the new procurement workflow process integrated in the financial ERP (PRODIGE).

Development relating to the first phase of the overhaul of the Group's human resources infocentre (ORISON) has been completed. It is set to be rolled out in February 2011. Additional development will take place in 2011 as a second phase of the project.

Several significant upgrades of the human resources information system (SAGESS) following the signature of new company agreements on toll services were rolled out in June 2010 (APRR) and November 2010 (AREA).

Work required to bring the Group's financial information system into compliance with the new SEPA bank standards started in 2010 (rollout of new version of cash management tool) and will continue in 2011 (transfers) and 2012 (direct debits).

Work is currently under way on the ATOS project (shift planning and management), digital recording of invoices and on the CHOPIN project (managing investment transactions) and they are scheduled to be

launched in 2011.

All the Group's intranet sites have migrated to a new technology (SharePoint). A Group directory and a collaborative forum dedicated to Operations (Exploit 2011) have been rolled out. New functions have been added to the aprr.fr website on Internet (e-service pages, news, etc.) and the Autorouteinfo website has undergone a technical overhaul in order to improve performance during periods of intense use (holidays, severe weather). The aprr.fr website will also undergo a technical overhaul in 2011.

New functions have been added to the new Sales information system (SITEL), which was launched at APRR at the end of 2009 (electronic document management, toll-card logistic centre, new card models support). At the same time, a process involving combining and modernising APRR and AREA subscriber areas (EDGAR project) has been started and should be rolled out in 2011.

At the level of the IT infrastructure, in 2010, APRR and AREA started to combine their IT resources at a single data centre in Dijon. This complex operation is due to end in June 2011.

At telecommunications level, the overhaul of APRR's broadband network (ARTEMIS) was completed in 2010 as planned. This new network will be rolled out at AREA in 2011. Several workarounds aimed at improving the security of Group networks were carried out in 2010 in partnership with other motorway infrastructure managers (ATMB and DIR Centre-Est).

Optimising IT costs continued to be a priority in 2010. Procurement synergies have been achieved with the Eiffage Group by means of several framework agreements for office work-stations, servers and mobile telephony.

Lastly, the Group continued to prepare for its future information systems in 2010, by drawing up its new telecommunications and office automation master plans for the next five years.

4 Procedures manual

The business activities carried on by APRR are organised around a set of procedures that underlie the various processes in place at the Company.

These procedures are available to Company personnel on the APRR Intranet, based on the unit to which the personnel are attached and level of responsibility.

5 Procurement monitoring

In accordance with the riders to the APRR and AREA concession agreements approved by Decree 2007-815 of 11 May 2007, public works contracts with a value of more than €2 million (excluding taxes) and supply and service contracts with a value of more than €240 thousand (excluding taxes) entered into by the Group in connection with the concession remain within the scope of Decree 2005-1742 of 30 December 2005, which sets out the rules applicable to contracts concluded by the adjudicating authorities listed in Article 3 of Order No. 2005-649 of 6 June 2005 regarding contracts concluded by certain public or private entities that are not subject to the French Public Procurement Code (*Code des Marchés Publics*).

Accordingly, these contracts must give rise to an information notice at European level and a tender invitation must be staged before awarding these contracts.

APRR and AREA each have a Contract Award Commission that operates in accordance with the provisions of Article 6 of the specifications appended to their respective concession agreement, which are identical.

These Commissions are responsible for defining the internal rules for awarding and performing contracts and issuing opinions on the award of contracts for work, supplies and services that comply with the aforementioned thresholds.

In 2010, these two Commissions reviewed a total of 21 contracts that break down as follows:

Number of contracts	APRR	AREA
Service contracts	5	1
Supply contracts	1	2
Public works contracts	9	3

Note that, in certain instances, a procedure may cover several contracts. These contracts were concluded after completing the following procedures:

Number of contracts	APRR	AREA
Open procedures	1	1
Restricted procedures	10	4
Negotiated procedures (Decree of 30 December 2005)	2	1
Negotiated procedures following unsuccessful calls for tender	2	0

The Commissions issued favourable opinions on the award of the contracts.

Each year a report on the activities of the Contract Award Commissions covering the previous year is drawn up and submitted to the National Contracts Commission (*Commission Nationale des Marchés*).

6 Organisation of internal audit and risk management at the APRR Group

Internal audit and risk management are two distinct functions. Until 1 August 2010, the Group Audit and Risk Management Department, which reports directly to senior management, was responsible for these two activities. As from 1 August, internal audit procedures have been carried out by the Audit Department of Eiffage, the Group's majority shareholder. An internal controller within APRR, who reports to the Group General Secretary, was given responsibility for monitoring risk management.

The Group Audit and Risk Management Department and subsequently Eiffage's Audit Department and the internal controller have implemented and will continue to implement all measures necessary to apply the recommendations issued by the French institute of internal auditors and thereby comply with international auditing standards. In 2007, the Group Audit and Risk Management Department and Eiffage's Audit Department were assessed and certified by the French Institute of Internal Auditors (*Institut Français de l'Audit et du Contrôle Internes*). These certifications were renewed in 2008, 2009 and 2010.

Every quarter, the Group Audit and Risk Management Department and, since 1 August 2010, Eiffage's Audit Department and the internal controller report back to the Audit and Risk Committee, on the findings of their work. They presented their 2010 annual report and the 2011 audit plan to the Audit and Risk Committee in January 2011.

7 Internal audit

Internal audit is an independent and objective function that provides the Group with assurances regarding the controls exercised over its operations. It also makes proposals for improving these operations and enhancing the effectiveness and efficiency of its processes.

In 2010, the internal auditors carried out 10 general or specific assignments at APRR and AREA covering operational and functional aspects as well as the day-to-day operations and the information system.

8 Internal control

The Company tasked an internal controller with organising resources intended to improve risk management. The controller, who reports to the Group General Secretary, is in charge of introducing and

applying an operating framework, monitoring the progress of action plans and risk mapping.

9 Self-assessment of internal control

From 1-19 February 2010, APRR's Audit and Risk Management Department carried out the first annual self-assessment of internal control at APRR's Operations Department (excluding districts) and AREA's Operations Department (except for toll plazas, maintenance centres AREA's traffic centre) through their managers.

This first self-assessment procedure included 242 questions, of which 116 were new and 126 were the same as those used in the internal control self-assessment of districts, toll plazas, maintenance centres and AREA's traffic and surveillance centre. These questions covered 14 processes: monitoring, internal and external fraud, hardware and software protection, budget, financial closings, human resources, income, vehicles and buildings, procurement, contracts, viability, safety of staff and traffic, operating systems and other information.

The level of internal control was assessed at each entity, first for each question and then for each process.

The extension of the internal control self-assessment system to all entities of the two Operations Departments will be continued in 2011.

10 Risk management

Risk management is aimed at identifying, assessing, processing and monitoring the risks to which the Group is exposed. This covers all kinds of risks: operational, financial, strategic, human, regulatory, communication and reputational risks.

Risk management is based on a structured, documented process for updating risk mapping and for processing, monitoring and controlling risks. This process has been formalised in a document entitled "APRR Group Risk Management Policy and Charter".

The process for identifying risks and their hierarchy implemented by the Group consists of 4 stages:

- Risk mapping: identifying and setting priorities for all risks arising from the Group's business activities and its external environment.
- Updating of risk mapping: periodic updating of mapping process and hierarchy for risks arising from the Group's business activities and its external environment.
- Risk processing: management supervision of actions taken to mitigate those risks considered as a priority, i.e. major risks.
- Risk monitoring and control: periodic monitoring of action plans.

The Group's 33 risk exposures have been classified into 7 categories:

- Construction
- Operations
- Toll receipts
- Legal and reputational
- Human resources
- Administrative and financial
- Corporate strategy

The organisation tasked with risk management is based on a centralisation of risk management supported by a network of risk managers.

11 Business continuity plan

As part of its risk management policy, and in view of the main operating risks it may face, in 2010 the APRR group decided to draw up a business continuity plan (BCP).

The aim of this plan is to enable the Group to ensure the continuity of its main operations and to limit the effect of any major incidents. Work started in 2010, and the plan will be rolled out in 2011.

12 Forward planning

In terms of audit, internal control and risk management, the objectives in 2011 will be:

- the completion of the 2011 internal audit plan;
- the completion of the annual internal control self-assessment procedure for all of centralised and decentralised units coming under the Group's two Operations Departments; and
- the continuing application of the risk management process.

28 april 2011

Jean-François Roverato
Chairman of the Board of Directors