



2016

Essentials

Who we are

VINCI is a global player in concessions and construction, employing more than 185,000 people in some 100 countries. Our goal is to build long-term value for our customers, shareholders, employees and partners, and for society at large.

Our business activities focus on the long term

We design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all.

We are a multi-local and multi-cultural group

Because our projects are in the public interest, we consider that reaching out to all our stakeholders and engaging in dialogue with them is essential in the conduct of our business activities in France and around the world.

Our goal is all-round performance

Because we believe in all-round performance, above and beyond economic and financial results, we are committed to operating in an environmentally and socially responsible manner.



2015 REVENUE

€38.5 billion

2015 OPERATING INCOME
FROM ORDINARY ACTIVITIES

€3,758 million

2015 NET INCOME
ATTRIBUTABLE TO OWNERS
OF THE PARENT

€2,046 million

ORDER BOOK AT END 2015

€27.7 billion



What we do

Concessions

Motorways

VINCI Autoroutes holds the concessions for 4,398 km of motorways in France, and constantly invests in the construction and improvement of its network. Its employees work to continuously improve the quality of the service they offer the over 2 million customers who use its network each day. With operations in 11 countries, **VINCI Highways** is financing, building and operating, in conjunction with local partners, around 20 road infrastructure assets around the world.

Airports

VINCI Airports, an international player in its sector, operates 33 airports worldwide: 11 in France, 10 in Portugal, three in Cambodia, one in Chile and, from 1 April 2016, two in Japan and six in the Dominican Republic.

Rail sector

In France, **VINCI Railways** is managing the construction of the South Europe Atlantic high-speed rail line between Tours and Bordeaux, and operates the Rhônexpress light rail system in Lyon. In Belgium, VINCI Railways operates the Liefkenshoek underground rail link, which is used for freight transport in the Port of Antwerp.

Stadiums

In France, **VINCI Stadium** operates the Stade de France in Saint Denis, near Paris, the Matmut Atlantique in Bordeaux, the Allianz Riviera in Nice and the MMArena in Le Mans. In the UK, VINCI Stadium has been operating the Queen Elizabeth Olympic Park stadium in London since 2015.

VINCI Concessions also owns a 24.6% stake in Indigo (previously VINCI Park), one of the world majors in parking facilities.

Contracting

VINCI Energies

VINCI Energies works in 21 European countries and 30 countries outside Europe, helping public authorities and business clients roll out, equip, operate and optimise their energy, transport and communication infrastructure, industrial facilities and buildings. Its solutions support customers throughout the life cycle of the project, from engineering and execution to operation and maintenance.

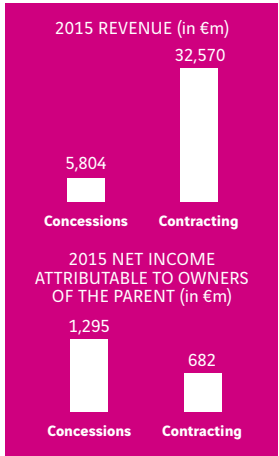
Eurovia

Eurovia serves local authorities by developing mobility solutions for their transport infrastructure projects (roads, motorways,

railways, light rail systems) and urban development projects, and by providing services (road network management and maintenance). Eurovia also operates a network of more than 400 quarries and industrial facilities (binder and coating plants).

VINCI Construction

VINCI Construction is a global operator active in about 100 countries and eight sectors: buildings, facilities, transport infrastructure, hydraulic infrastructure, renewable and nuclear energy, environmental engineering, oil and gas, and mining. VINCI Construction provides long-term support for customers on projects spanning a wide spectrum of technical features, scales and geographies.





What drives us





Tackling the challenges of urban development

Hong Kong – Recognised worldwide for its expertise in underground works, VINCI Construction Grands Projets is participating in the construction of the Shatin to Central Link in Hong Kong, combining conventional blasting techniques with tunnel boring machines. In 2015, the company was awarded the contract for a new tunnel for the line, where Soletanche Bachy had already worked several times, providing diaphragm walls and shafts.



Contributing to regional development

Canada – VINCI combined its expertise in concessions and construction with Eurovia's local roots to win the first transport infrastructure public-private partnership to be signed by the province of Saskatchewan. It calls for renovating 22 km of motorway and building 39 km to bypass Regina, the provincial capital.



Taking full advantage of air traffic growth

Japan – VINCI gained a first foothold in Japan with the signature of the concession contract for the Kansai and Osaka international airports. VINCI Airports, in conjunction with Japanese group Orix, will operate the two airports for 44 years from 1 April 2016. Together, the airports handled 38 million passengers in 2015 and contribute to growth in tourism in the country.



Improving daily life

Netherlands – In Eindhoven, Axians (VINCI Energies) is participating in the AiREAS collaborative project that informs residents about air quality in real time thanks to a network of sensors installed around the city. The possibility of extending the system to traffic regulation is under study.



Facilitating mobility

Russia – The new contract for construction and operation of the 138 km of sections 7 and 8 of the M11 motorway (Moscow–Saint Petersburg) follows the entry into operation of the first 43 km section starting from Moscow.



Responding to performance and safety challenges

The integration of Imtech ICT has bolstered VINCI Energies subsidiary Axians' expertise in network infrastructure (data inside and outside corporate networks). It now also provides solutions covering systems infrastructure (servers, data storage), software and applications for customers.



Encouraging collaborative innovation

The Group's open innovation drive includes partnerships with the startup ecosystem. VINCI has for example partnered StartupBootCamp (a Berlin-based accelerator specialising in mobility and energy) and the Open Innovation Institute in France. In 2016, the Group launched the VINCI Startup Tour, a competition aimed at identifying cutting-edge startups.

Where we operate

United Kingdom

At the beginning of 2015, VINCI Concessions signed a 25-year contract including the operation, upkeep and maintenance of Queen Elizabeth Olympic Park in London (its first stadium concession outside France).

United States

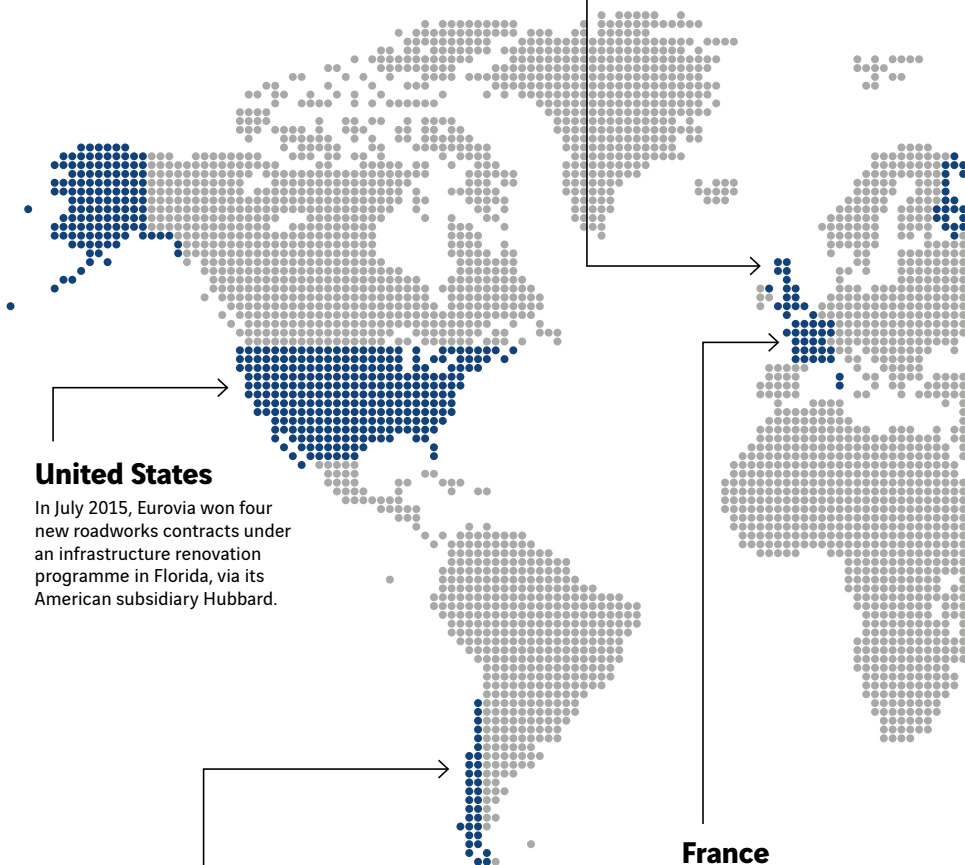
In July 2015, Eurovia won four new roadworks contracts under an infrastructure renovation programme in Florida, via its American subsidiary Hubbard.

Chile

In October 2015, VINCI (in a consortium with ADP and Astaldi) took over operations at Santiago de Chile international airport. It will also build a new terminal to double the airport's capacity.

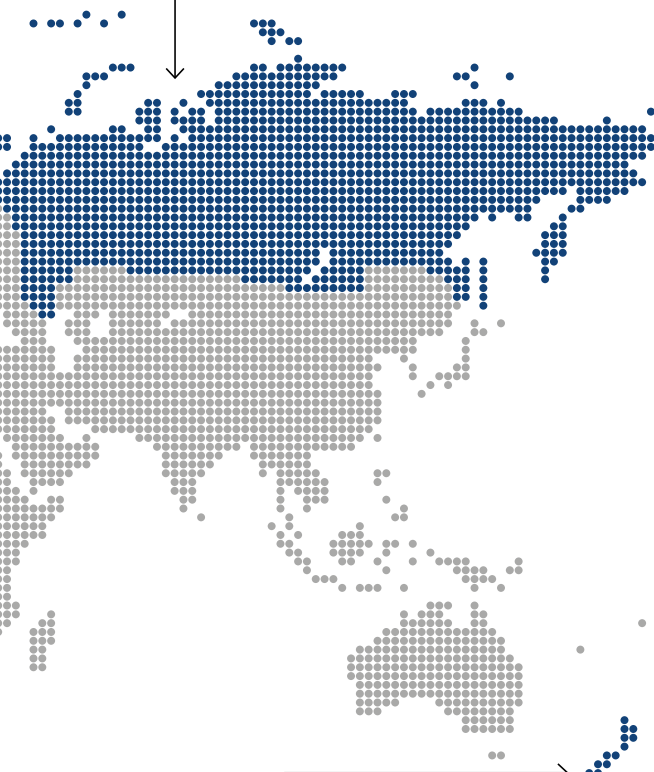
France

In July 2015, VINCI and its partner companies completed the mammoth earthworks and civil engineering works for the South Europe Atlantic Tours-Bordeaux high-speed rail line (340 km in just 38 months).



Russia

In October 2015, Entrepouse and VINCI Construction Grands Projets completed construction of the walls holding the fourth liquefied natural gas (LNG) storage tank in Yamal, Siberia, 400 km beyond the Arctic Circle.



New Zealand

At the end of 2015, VINCI Energies' local subsidiary Electrix (power grid operation, maintenance and renewal) won Auckland's smart lighting contract.

OVER 100 COUNTRIES
2,100 COMPANIES



2015 REVENUE
€38,518 MILLION

| |
|---|
| FRANCE |
| 22,414 |
| REST OF EUROPE |
| 9,966 |
| AMERICAS |
| 2,364 |
| AFRICA |
| 1,479 |
| RUSSIA, ASIA-PACIFIC AND THE MIDDLE EAST |
| 2,295 |



185,452
EMPLOYEES
IN 2015

| |
|---|
| FRANCE |
| 97,936 |
| REST OF EUROPE |
| 49,636 |
| AMERICAS |
| 13,010 |
| AFRICA |
| 12,479 |
| RUSSIA, ASIA-PACIFIC AND THE MIDDLE EAST |
| 12,391 |

Our commitments to our project stakeholders

Together! Design and build

We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are closely involved. Dialogue with our stakeholders is central to the success of our projects. VINCI is investing in open innovation and developing systems and approaches to encourage participatory reflection.

Together! Comply with ethical principles

We commit to ensuring total transparency in our own practices and in those of our subcontractors. As a signatory to the United Nations Global Compact, VINCI is committed to supporting and promoting respect for human rights within its sphere of influence. VINCI considers that controversy is a source of progress on this front and even greater encouragement for compliance with the International Labour Organisation's fundamental agreements.

**CODE OF ETHICS
AND CONDUCT:
DIRECT RECIPIENTS WHO
HAVE ACKNOWLEDGED
RECEIPT IN 2015**

97.3%





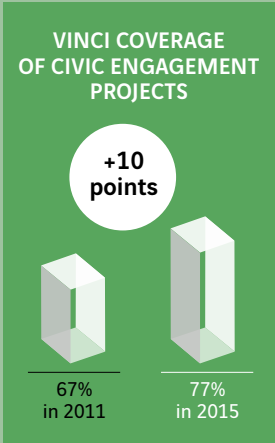
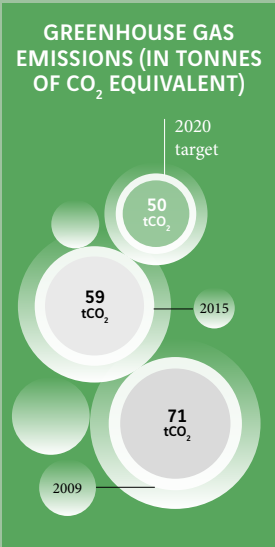
Our commitments to society

Together! Promote green growth

We commit to reducing our greenhouse gas emissions by 30% by 2020, to supporting our customers in their quest for better energy efficiency and to encouraging their adoption of an environmentally responsible approach.

Together! Engage in civic projects

We commit to supporting the civic engagement of our employees, especially through the Group's foundations around the world. Social integration is mainly the focus of the Group's network of 11 foundations. Their actions combine financial support from the foundations with the commitment of employees who sponsor projects run by non-profit organisations.





Our commitments to our employees

Together! Strive for zero accidents

We reject the idea that workplace accidents are unavoidable and we commit to the zero accidents objective by applying our health and safety policy to everyone at VINCI worksites and operations.

Together! Foster equality and diversity

We commit to diversifying our supervisory staff to include more women and people of diverse origins by applying our policy aimed at preventing all forms of discrimination in recruitment processes and workplace relations.

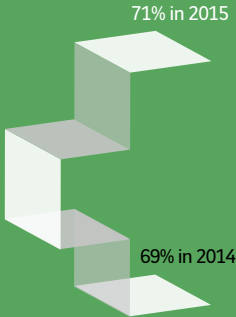
Together! Promote sustainable careers

We commit to proposing training and job mobility opportunities for all our employees in order to promote sustainable employability, while fostering a shared technical and managerial culture and supporting developments in our businesses.

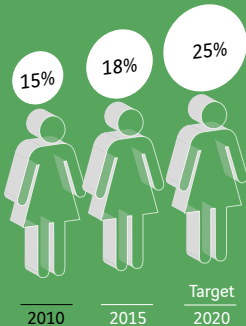
Together! Share the benefits of our performance

We commit to ensuring that every VINCI employee is given an opportunity, wherever possible, to share in our economic success. We therefore adapt our profit-sharing plans to comply with the legal and fiscal requirements in the various countries hosting our operations.

PERCENTAGE OF COMPANIES WITH NO LOST-TIME ACCIDENTS



PERCENTAGE OF WOMEN MANAGERS





Our strategy for the future

VINCI continues to roll out its abiding strategy based on the complementary products and services provided by its two core businesses, Concessions and Contracting. Thanks to its integrated solutions, the Group has been able to radically transform itself by pursuing four major goals:

**Speed up international expansion
in high-growth markets**

**Ensure the development
of the energy and ICT activities**

**Creation of a world leader
in the airport sector**

**Assert VINCI's role as a private
player working in the public interest**

Over the long term, VINCI's business activities will remain at the crossroads between issues of mobility, urban development and environmental demands. These issues will generate significant and continuous investment through time in both mature and emerging economies. VINCI's capacity to integrate expertise as an investor, constructor, operator and service provider will underpin its model's resilience, and its ambitious innovation policy will continue to optimise its operational performance.



国内線

Domestic

国内航線

국내선

Jetstar

JAL

JTA



国内線 到着

Domestic Arrivals

國內航線到達

국내선 도착



国内線 出発

Domestic Departures

國內航線出発

국내선 출발

| Flight No. | Destination | Time |
|------------|-------------|------|
| ... | ... | ... |
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