

2017 ESSENTIALS



WHO WE ARE

2016 KEY DATA

REVENUE
€38.1 BN

NET INCOME ATTRIBUTABLE TO
OWNERS OF THE PARENT

€2,505 M

EMPLOYEES
183,487

BUSINESS UNITS
3,000
IN 100 COUNTRIES

VINCI is a global player
in concessions and
construction, employing
more than 183,000 people
in some 100 countries.

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 PRIVATE-SECTOR 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.

VINCI's goal is to build long-term value in this way for its customers, shareholders, employees and partners, and for society at large.



WHAT WE DO

2016 REVENUE

VINCI AUTOROUTES

€5,111 M

VINCI AIRPORTS

€1,055 M

OTHER CONCESSIONS

€132 M



€6,298 M

CONCESSIONS

VINCI designs, finances, builds and operates transport infrastructure and public amenities under public-private partnership arrangements.

VINCI AUTOROUTES operates the biggest motorway network under concession in Europe (4,422 km). It works as a long-term partner of the French government, the concession grantor, investing to make its regional development policies a reality. About 2 million customers use the VINCI Autoroutes network every day.

VINCI AIRPORTS is developing, financing, building and operating 35 airports, optimising the performance of existing airports and executing airport extension or new-build projects.

VINCI HIGHWAYS is financing, building and operating, in conjunction with local partners, 26 road infrastructure assets around the world, comprising more than 1,800 km of motorways, bridges and tunnels, together with almost 1,300 km of urban roads.

VINCI RAILWAYS is leading the construction of the South Europe Atlantic high-speed line. Also in France, it operates part of the national rail network GSM-Rail communication system, as well as the Rhônexpress light rail system in Lyon.

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, it operates the Queen Elizabeth Olympic Park stadium in London.



WHAT WE DO

2016 REVENUE

VINCI ENERGIES
€10,200 M

EUROVIA
€7,585 M

VINCI CONSTRUCTION
€13,681 M



€31,466 M

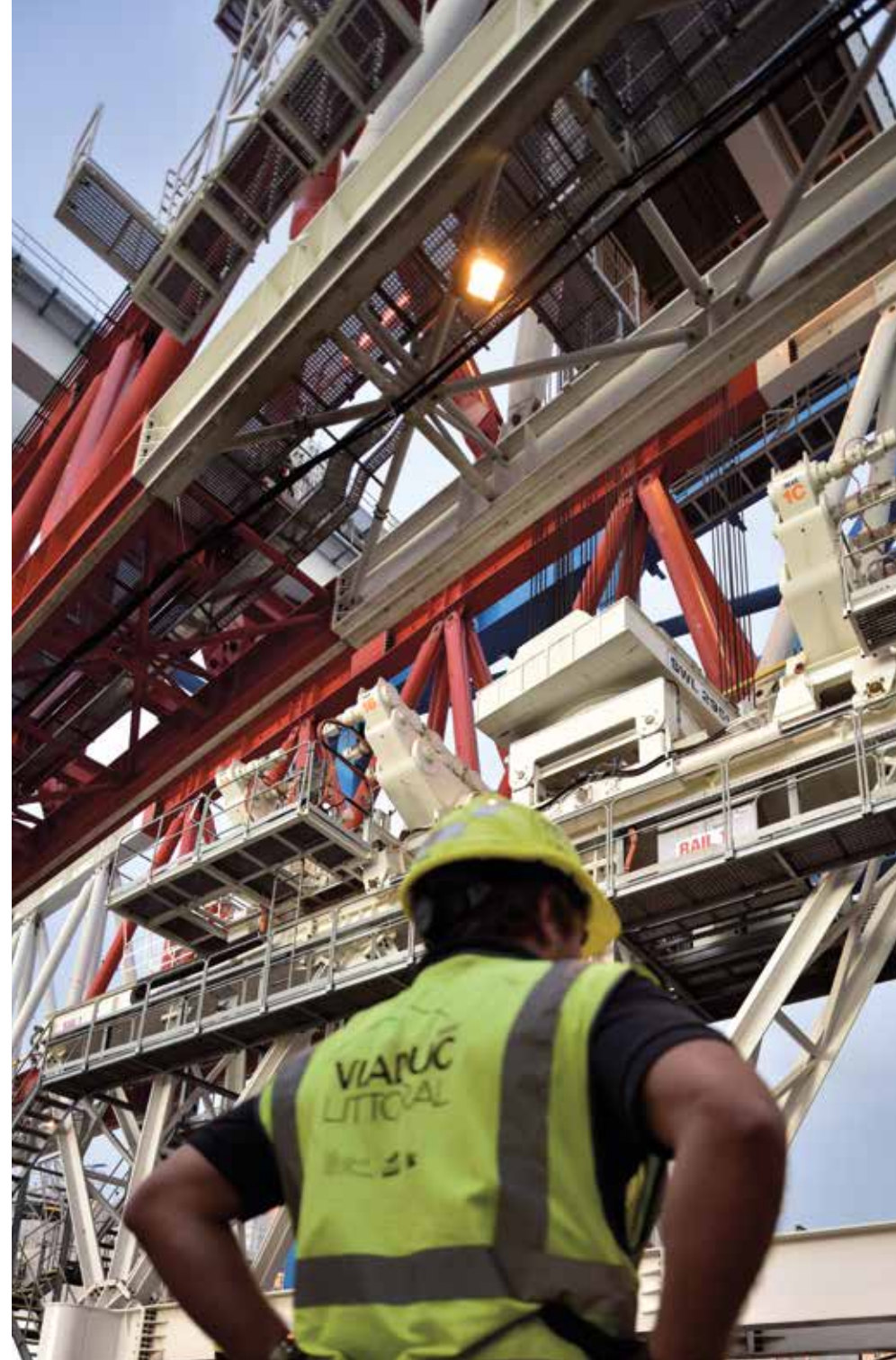
CONTRACTING

VINCI supplies technically advanced solutions for energy, road and rail works and construction projects.

VINCI ENERGIES helps public authorities and business clients boost the reliability, safety and efficiency of their energy, transport and communication infrastructure, industrial facilities and buildings. In a world undergoing constant change, VINCI Energies is fast-tracking new technology into the market to support two major shifts: the digital transformation and the energy transition.

EUROVIA develops mobility solutions that cover transport infrastructure and urban development projects. It builds and refurbishes roads, motorways, railways, urban transport lines and hard surfaces for airports and industrial and commercial facilities. It also handles management and maintenance of road and rail networks, and operates a network of quarries and industrial plants producing binders and coatings.

VINCI CONSTRUCTION is a global operator and active in eight sectors: buildings, facilities, transport infrastructure, hydraulic infrastructure, renewable and nuclear energy, environmental engineering, oil and gas, and mining. Its organisation is geared to providing long-term support for customers on projects spanning a wide spectrum of technical features, scales and geographies.



WHAT DRIVES US

ENHANCING MOBILITY

When it is opened to traffic in July 2017, the South Europe Atlantic high-speed line will shorten journey times between Paris and Bordeaux from three hours to two hours and four minutes. This 340 km of rail infrastructure, which VINCI built, financed and will operate in partnerships, was completed in only six years.



FACILITATING TRADE

Deltaport is the principal container terminal in the port of Vancouver, Canada. The largest trans-Pacific container ships dock at this terminal, where their containers are transferred to rail transport. Eurovia subsidiary BA Blacktop is carrying out the civil engineering works required to upgrade the terminal's intermodal yard, while ensuring the facilities remain fully operational.



SUPPORTING AIR TRAFFIC GROWTH

VINCI's network encompassing 35 airports, including the ones in Kansai and Osaka, Japan, ranks it among the world's top five operators in the sector. To enhance its services, VINCI Airports has partnered with startups to develop applications that facilitate passenger movement and enrich the passenger experience.



BRIGHTENING UP TRAVEL

VINCI Autoroutes continues to upgrade the rest and service areas along its motorway network, for example by rolling out free high-speed Wi-Fi and broadening the choice of retail outlets. It also organises events to encourage drivers to take regular breaks on their journeys.



EXPANDING RENEWABLE ENERGY

The Senergy 2 photovoltaic power plant in Bokhol, northern Senegal, is West Africa's largest. Omexom, the VINCI Energies brand specialised in electricity generation, transmission, transformation and distribution, built and will operate and maintain the plant. The 75,000 solar panels are supplying electricity to 160,000 people in a country where it is unavailable to almost half the population.



HELPING TO KEEP PEOPLE AND THE ENVIRONMENT SAFE

Novarka, the construction consortium led by VINCI Construction Grands Projets, built the enormous arch now confining the sarcophagus in the nuclear power plant in Chernobyl, Ukraine. The arch has been slid into its final position and now provides a safe environment for the dismantling operations.

WHERE WE OPERATE



Over 100
COUNTRIES



Over 3,000
BUSINESS UNITS

PERU

With the acquisition of Lamsac at the end of 2016, VINCI has taken over the concession for the Línea Amarilla expressway in the centre of Lima. This acquisition and that of Pex, Peruvian market leader in toll tag distribution, are two milestones in the Group's development strategy in Latin America.

CHILE

Via its subsidiary Bitumix, which employs 1,500 people, Eurovia has become the leader in the country's roadworks sector.

UNITED STATES

The first motorway that VINCI built under a PPP in the United States was opened to traffic at the end of 2016. Works on the East End Crossing between Indiana and Kentucky were carried out by VINCI Construction and Walsh Construction.

DENMARK

A consortium including VINCI Construction Grands Projets was awarded the contract to design and build the world's longest immersed road and rail tunnel (18 km), connecting the coasts of Denmark and Germany.

FRANCE

VINCI was awarded the contract to design, finance and operate the western Strasbourg bypass (24 km).

AUSTRALIA

Following the integration of Electrix in New Zealand in 2014, VINCI Energies strengthened its positions in Australia in 2016 with the acquisition of J&P Richardson, a leader in energy infrastructure services.

DOMINICAN REPUBLIC

After taking over six of the Dominican Republic's nine airports in 2016, VINCI Airports ranks among the world's top five operators in its sector and manages a 35-airport network worldwide.



2016

41%

OF REVENUE GENERATED OUTSIDE FRANCE



2020 TARGET

50%

OF REVENUE GENERATED OUTSIDE FRANCE

■ Countries where the Group operates.

OUR COMMIT- MENTS

THE CODE OF ETHICS AND CONDUCT



HAS REACHED
6,877
MANAGERS



270,000
PROJECTS A YEAR

TO OUR PROJECT STAKEHOLDERS

1 TOGETHER! DESIGN AND BUILD

We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are closely involved. VINCI's culture of consultation and expertise in collective governance involving all parties concerned – elected officials, actors in the local economy, non-profit organisations and associations, neighbouring communities, users and employees – are fundamental to the success of the projects in which it is engaged.

2 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 established its own Human Rights Committee that meets several times a year under the authority of a member of the Executive Committee.



OUR COMMIT- MENTS

ACTIVE GROUP PATENTS



3,308

GREENHOUSE GAS EMISSIONS (IN TONNES OF CO₂ EQUIVALENT)

2009

71
tCO₂

2016

59
tCO₂

2020 TARGET

50
tCO₂

TO SOCIETY

3 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.

4 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 and professional integration is the main focus of the Group's network of foundations, which combine financial support with the commitment of employees who sponsor projects run by non-profit organisations.



OUR COMMIT- MENTS

PERCENTAGE
OF WOMEN MANAGERS



19%
IN 2016



25%
2020 TARGET

NUMBER OF EMPLOYEES TRAINED
IN 2016



123,064
(67% OF THE GROUP'S TOTAL)

TO OUR EMPLOYEES

5 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.

6 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.

7 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 development in our businesses.

8 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.



OUR INNOVATION POLICY

VINCI has been working with the stakeholders and partners in its ecosystem for several years, rolling out open and collaborative innovation strategies to reinvent its business activities and thereby fast-track its digital transformation.

DEVELOPING

NEW SERVICES FOR INFRASTRUCTURE USERS

VINCI Autoroutes has set up a data management system that aggregates, analyses and processes massive amounts of customer data, for example to supply predictive, personalised traffic information.

After having rolled out free, unlimited Wi-Fi access in all its airports, VINCI Airports has partnered with startups to develop applications that facilitate passenger movement and enrich the passenger experience.



RALLYING

INSIGHT AND FORESIGHT TO TACKLE THE CHALLENGES FACING THE CITY OF THE FUTURE

To speed up its forward-looking approach, VINCI will bring together its employees and partners in a new organisation dedicated to industry intelligence and open innovation, to explore long-term scenarios in its business activities, namely mobility, the Internet of Things and big data, energy and sustainable cities.

LEVERAGING

THE TEAMS' COLLECTIVE INTELLIGENCE

Held every two years and open to all employees, the VINCI Innovation Awards contribute to developing the Group's creative potential by training a spotlight on the concrete initiatives of its teams worldwide. The 2017 awards will be open to students and young graduates, and encourage them to imagine the city of the future.



FUELLING

INNOVATION AND NEW SOLUTIONS IN OUR BUSINESS ACTIVITIES

Investment fund Inerbiz, created by VINCI Energies, supports startups whose innovations will soon enhance its products and services in the areas of smart grids, connected urban equipment and industrial augmented reality.

Eurovia is developing new predictive maintenance systems by embedding networks of sensors in road and rail infrastructure.

VINCI Construction set up a joint company with Sunpartner Technologies to develop Horizon, a range of connected smart glass windows. In early 2017, VINCI Construction formed a partnership with XtreeE and acquired an interest in the French startup, a 3D concrete printing specialist.



OUR STRATEGY FOR THE FUTURE

VINCI's strategy is based on the joint development of its two core businesses, Concessions and Contracting. VINCI intends to make this business model even more robust by broadening its range of expertise and its geographical footprint.

**ASSERT VINCI'S ROLE AS A PRIVATE PLAYER
WORKING IN THE PUBLIC INTEREST**

**SPEED UP INTERNATIONAL EXPANSION
IN HIGH-GROWTH MARKETS**

CEMENT LEADERSHIP IN THE AIRPORT SECTOR

**DELIVER GROWTH IN ENERGY AND SPECIALIST
NICHE ACTIVITIES**

**FAST-TRACK DIGITAL TRANSFORMATION
IN ITS BUSINESS ACTIVITIES, OPEN UP NEW
OPPORTUNITIES TO CREATE VALUE**

VINCI's business activities are at the crossroads between mobility, urban development and the energy transition, which will generate considerable investment over time and are benefiting from particularly buoyant long-term trends. VINCI intends to open up new sources of value creation by harnessing its exceptional range of expertise and its capacity to build that into comprehensive solutions commensurate with those issues.



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