

An aerial photograph of a long bridge spanning a wide river. The bridge has multiple concrete piers and carries a multi-lane highway with several vehicles. The surrounding landscape includes bare trees and some greenery.

INNOVATION FOR A SUSTAINABLE WORLD



WHO WE ARE

VINCI is a leading player in concessions and construction, operating in some 100 countries.

2017 KEY DATA

REVENUE

€40.2 BN

NET INCOME ATTRIBUTABLE TO OWNERS
OF THE PARENT

€2,747 M

EMPLOYEES

194,428

BUSINESS UNITS

3,000 IN 100 COUNTRIES

OUR OPERATIONS ARE AT THE HEART OF THE CHALLENGES FACING TODAY'S WORLD

Mobility, energy, environment and community life: cities and regions are changing.

As an investor, builder and operator, VINCI is a leading player in that transformation.

OUR INNOVATION DRIVE IS GEARED TO SERVING THE COMMON GOOD

We are an organisation made up of entrepreneurs.

This gives us the vitality to constantly reinvent our business activities and the products, services and solutions we offer through an innovation strategy that spurs on our 194,000 employees, and unites us with our clients and stakeholders.

WE ARE A PRIVATE-SECTOR PARTNER WORKING IN THE PUBLIC INTEREST

Our goal is to contribute to building a more sustainable world by fully embracing our role as a private-sector partner working in the public interest.



WHAT WE DO

CONCESSIONS

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

2017 REVENUE

VINCI AUTOROUTES

€5,277 M

VINCI AIRPORTS

€1,409 M

OTHER CONCESSIONS

€259 M



€6,945 M

VINCI AUTOROUTES serves 10 regions in France, 45 administrative departments, 14 major cities, over 100 towns with a population of more than 10,000 and thousands of rural communities located near its motorway network under concession, which measures 4,443 km. As a partner to the French government and local authorities, VINCI Autoroutes is contributing to the development of inclusive, connected and safe mobility, a catalyst for economic and social cohesion.

VINCI AIRPORTS draws on its expertise as a full-service provider to develop, finance, build and operate airports. Ranking among the world's top five airport operators and active in seven countries, VINCI Airports manages 35 airports, serving 157 million passengers in 2017.

VINCI HIGHWAYS is financing, building and operating, in conjunction with local partners, more than 3,200 km of motorways, bridges, tunnels and urban roads in 13 countries, and manages electronic toll collection services.

VINCI RAILWAYS operates the South Europe Atlantic high-speed line, which opened in 2017. Also in France, it operates the national rail network's 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, all of which were built by the Group. In the UK, it operates the Queen Elizabeth Olympic Park stadium in London.



*Ligue-se à Europa
e descubra o mundo!*

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e descubra o mundo!*

P6



P7



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WHAT WE DO

CONTRACTING

The 180,000 employees in VINCI's Contracting business operate in some 100 countries, carrying out 270,000 projects a year covering energy and information technology, road and rail works, and building and civil engineering.

2017 REVENUE

VINCI ENERGIES

€10,759 M

EUROVIA

€8,112 M

VINCI CONSTRUCTION

€13,960 M



€32,830 M

VINCI ENERGIES is fast-tracking the rollout of new technologies to support two major shifts in a world undergoing constant change: digital transformation and the energy transition. With their strong regional roots and agile organisational structure, VINCI Energies business units are boosting the reliability, safety and efficiency of energy, transport and communication infrastructure, industrial facilities and other buildings.

EUROVIA serves communities by developing mobility solutions that cover design, construction and maintenance of transport infrastructure and urban development projects. Its innovation policy is focused on improving the environmental impact of the resources and products used in roadworks and developing new functions for infrastructure, such as the positive energy road.

VINCI CONSTRUCTION, a global civil engineering group, designs and builds structures and infrastructure that address the major issues facing society, namely global warming, population growth and increasing mobility. Each project's success rests on attentiveness, respect, social and environmental responsibility and stakeholder partnership and trust. VINCI Construction strives to marshal its expertise and its teams' engagement to support its customers in a changing world.



INNOVATION ON THE M



ION MOVE



PROJECTING OURSELVES INTO THE FUTURE OF OUR BUSINESSES

At VINCI, we see new technologies as an outstanding opportunity to reinvent our products and services, and our ways of working together within our companies and with our partners. This is how we contribute to build a more sustainable world. In 2017, we stepped up the momentum with Leonardo, a shared innovation venue created for all VINCI's component parts.





TAKING OWNERSHIP OF DIGITAL TECHNOLOGY

At Santiago-Arturo Merino Benítez Airport, VINCI Airports, VINCI Construction Grands Projets and their partners are facing a momentous challenge: they are to build a new international passenger terminal and renovate the existing facility in under five years without interrupting airport operations. The use of Building Information Modelling (BIM) smooths the transition between design, construction and maintenance, and fosters optimum collaboration between all stakeholders on the site, which share the same level of information. The BIM tools cover the entire life cycle of the project, including operation of the buildings, for which VINCI Energies is executing the technical works packages.



AGGREGATING DATA

While smart building developments generate a growing amount of data on the use and condition of spaces and structures, the hypervisor provides a single access interface to all systems. VINCI Facilities, the VINCI Energies brand that focuses on facilities management, uses this digital solution for its multi-site customers. Taking a big data approach, hypervision provides centralised, remote monitoring of the operation of building systems by consolidating data from various sources onto one platform.



INVENTING NEW FUNCTIONALITIES

A major innovation developed by Eurovia, Power Road® adds a further function to the road: thermal energy production. The process involves capturing heat from the sun, which can be stored and then transferred to nearby buildings and infrastructure using heat pumps. In “winter mode”, Power Road® regulates the heat of the pavement: heat available in the ground can be used to remove snow or black ice, eliminating the need for road salt.





TRIALLING NEW FORMS OF MOBILITY

On 12 July 2017, a Citroën C4 Picasso passed through Europe's biggest toll plaza (on the A10 motorway at Saint Arnoult en Yvelines, France) in real traffic conditions without any action on the part of the driver. The result of a joint innovation programme between car manufacturer PSA and VINCI Autoroutes, this feat represents a first significant step towards understanding how to adapt the next generations of infrastructure to support the development of autonomous vehicles.

WHERE WE OPERATE



OVER 100 COUNTRIES



OVER 3,000 BUSINESS UNITS

BRAZIL

VINCI Airports was awarded the 30-year concession for Deputado Luís Eduardo Magalhães Airport in Salvador de Bahia on 16 March 2017.

CHILE

Santiago's metro Line 6, built by ETF (Eurovia), was officially opened at the end of 2017. This fully automatic line is 15 km long, connects 10 stations in seven towns across the Greater Santiago area, and is enhancing everyday mobility for over a million people.

UNITED STATES/EUROPE

The acquisitions of PrimeLine Utility Services in the United States (currently being finalised), Eitech in Sweden, Infratek in Scandinavia and Horlemann in Germany are a few examples of VINCI Energies' unprecedented external growth in 2017.



2017

41%

OF REVENUE GENERATED OUTSIDE FRANCE

GERMANY

VINCI Highways was awarded the concession for the A7-2 motorway (A-Modell), which stretches 60 km between the Bockenem and Göttingen interchanges. This is VINCI Highways' fourth PPP in the country, where it now operates a network spanning 220 km.

FRANCE

The 302 km South Europe Atlantic Tours-Bordeaux high-speed line, which VINCI financed, built and now operates, was officially opened on 2 July 2017, a month ahead of schedule. It has cut travel time between Bordeaux and Paris to two hours.

VIETNAM

VINCI Construction is contributing to improving drinking water supplies in Ho Chi Minh City by building a 10 km transfer tunnel to carry water into the central part of the country's most populated metropolis.

AUSTRALIA

VINCI Construction has strengthened its presence in Oceania by acquiring Seymour Whyte, a specialist in road, engineering structure and water network construction.

WEST AFRICA

VINCI Energies won a contract to build a high-voltage line to interconnect four West African countries. The contract comprises four 225 kV overhead lines covering 1,000 km in Senegal, Guinea-Bissau, Guinea and Gambia.

■ Countries where the group operates.

270,000

WORKSITES WORLDWIDE

COMMITTING TO A SUSTAINABLE WORLD

**Creating the best working
and safety conditions for
our employees, partners
and customers**

PERCENTAGE OF
COMPANIES WITH NO
LOST-TIME WORKPLACE
ACCIDENTS



2012
63%

2017
72%

MARSHALLING TEAMS ACROSS THE BOARD

VINCI places strong emphasis on preventing the potential health and safety risks for employees that are caused by its businesses. The zero accident goal is a target for the teams in every workplace, for Group or subcontractors' employees and temporary staff.

NURTURING A SHARED CULTURE

A growing number of companies are finding ways to improve workplace quality of life and defining relevant action plans. VINCI also focuses on the safety of customers using its infrastructure – especially its motorway networks and airports.



COMMITTING TO A SUSTAINABLE WORLD

Acting for green growth

GREENHOUSE GAS EMISSIONS



2009
71
teq CO₂eq/€m
of revenue

2017
58
teq CO₂eq/€m
of revenue

2020 target
50
teq CO₂eq/€m
of revenue

REDUCING POLLUTION AND LIMITING OUR GREENHOUSE GAS EMISSIONS

VINCI takes into account the environment at each step in the projects it carries out, with a broad perspective that tends to reduce the footprint across the life cycle of structures.

DEVELOPING MORE EFFICIENT ENVIRONMENTAL SOLUTIONS

The Group offers solutions that help improve people's living conditions in cities and regions, while at the same time tackling major environmental challenges.



COMMITTING TO A SUSTAINABLE WORLD

**Engaging in an ethical
and long-term relationship
with regions and our
stakeholders**

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



2017
98%

DEVELOPING OUR PROJECTS IN KEEPING WITH ETHICAL PRINCIPLES

VINCI's projects are conducted in accordance with ethical principles and the protection of human rights, which are non-negotiable for the Group.

TEAMING UP WITH STAKEHOLDERS

Because stakeholder support is increasingly a determining factor, project implementation relies on systematic consultation and dialogue under a co-constructive approach with regional stakeholders.

CIRCULATING THE *GUIDE
ON HUMAN RIGHTS* TO
GROUP COMPANIES AND
THEIR PARTNERS





COMMITTING TO A SUSTAINABLE WORLD

Encouraging our teams' professional fulfilment

AVERAGE
TRAINING TIME
PER EMPLOYEE



18
hours
in 2017

EMPLOYEE
SAVINGS PLAN
REACH



19
countries
in 2013

30
countries
in 2017

ATTRACTING NEW TALENTS

VINCI implements a concerted social policy aimed at recruiting and retaining talented individuals within the Group, which had a total of 194,428 employees worldwide in 2017. A campaign to promote the VINCI employer brand was launched to enhance the Group's appeal.

BUILDING SKILLS, FOSTERING CIVIC ENGAGEMENT AND SHARING THE BENEFITS OF PERFORMANCE

Providing training, sharing the benefits of performance and taking initiatives to encourage diversity are all part of the commitments to staff expressed in the VINCI Manifesto. The same is true of integration, which the Group mainly promotes through its network of foundations. They provide financial support and channel employee assistance in a variety of ways including non-profit sponsorships. These are all features supporting the Group's attractiveness and the development of its human resources.



OUR STRATEGY FOR THE FUTURE

VINCI's strategy is based on the joint development of the Group's two core business, Concessions and Contracting, which are complementary in terms of their operating cycles, capital intensity and know-how. Year after year, VINCI broadens its model to include new geographies and new business activities.

**AN EFFECTIVE BUSINESS MODEL UNDERGOING
CONSTANT REGENERATION**

**ACCELERATE DEVELOPMENT IN AIRPORT
AND MOTORWAY INFRASTRUCTURE**

**EXTEND OUR NETWORKS OF INTERNATIONAL
COMPANIES, WITH PARTICULAR EMPHASIS
ON ENERGY AND SPECIALIST NICHE ACTIVITIES**

**AN INNOVATION DRIVE THAT COMBINES
SHORT AND LONG TIME FRAMES**

VINCI will continue to pursue growth in 2018, particularly outside France, where it expects to see more than 50% of its total revenue generated within a few years. Boosting cross-business synergies will open up new opportunities for creating value, as it will increase the Group's capacity to bring together its various areas of expertise and provide comprehensive solutions, in line with the expectations of its public and private clients, while stimulating operational innovation within its business lines.



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