



WHO WE ARE

As an investor, builder and operator of buildings and infrastructure in some 100 countries, VINCI plays a key role in the transformation of cities and regions.

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

Mobility, energy, environment and community life: we meet those challenges by constantly reinventing our business activities and the products, services and solutions we offer through an innovation strategy that unites us with our clients and stakeholders. Drawing on the entrepreneurial energy of our 211,000 employees, our goal – through our constructions and our work ethic – is to be useful to people while caring for the planet. This is how we want to contribute to building a more sustainable world and fully embrace our role as a private-sector partner working in the public interest.

AIMING FOR GLOBAL PERFORMANCE

VINCI businesses aim to achieve global performance – not just technical, economic and financial, but also social and environmental performance. This approach is an integral part of VINCI's role as an infrastructure developer, as its structures are designed for the long term and have a major impact on regions and their residents' quality of life.

2018 KEY DATA

REVENUE

€43.5 BN

NET INCOME
ATTRIBUTABLE TO OWNERS
OF THE PARENT

€2,983 M

EMPLOYEES

211,233

BUSINESS UNITS

3,200

IN 100 COUNTRIES



WHAT WE DO

CONCESSIONS

The entities in VINCI's Concessions business design, finance, build and operate transport infrastructure and public amenities under public-private partnership agreements, contributing to the development of mobility and communities.

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. It offers its investment capacity, international network and know-how to optimise the performance of existing airports, carry out extension projects and build completely new airport infrastructure. The VINCI Airports network, comprised of 45 airports in 12 countries, served 195 million passengers in 2018.

VINCI Highways designs, builds, finances and operates motorways, bridges, tunnels and urban roads. Currently, it is operating 3,564 km of infrastructure in 13 countries, principally in Europe where it is the leader in Germany, and in the Americas.

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 mobile telecommunications system as well as Rhônexpress, the country's first light rail shuttle dedicated to airport to city-centre transport, 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 2018, the VINCI Stadium network welcomed over 2.5 million^(*) spectators, at some 100 sporting events and concerts.

^(*) Tickets distributed.

2018 REVENUE

VINCI AUTOROUTES

€5,356 M

VINCI AIRPORTS

€1,607 M

OTHER CONCESSIONS

€298 M

Total:
€7,261 M



WHAT WE DO

CONTRACTING

The entities in VINCI's Contracting business carry out more than 270,000 projects a year in some 100 countries, and bring together an unrivalled array of expertise in energy and information technology, road and rail works, and building and civil engineering.

VINCI ENERGIES is fast-tracking the rollout of new technologies to support two major shifts – digital transformation and the energy transition – in a world undergoing constant change. With their strong regional roots and agile organisational structure, VINCI Energies' 77,000 employees in 1,800 business units are working day after day to boost the reliability, safety and efficiency of energy, buildings, transport and communication infrastructure, industrial facilities and information systems.

EUROVIA, a partner of regional and local authorities, develops mobility solutions to strengthen economic competitiveness and community ties, designing, building and maintaining transport infrastructure and urban development projects. Its innovation policy focuses on green growth to help reduce the environmental impact of the roadworks industry. It operates in 16 countries across Europe and North and South America and has more than 43,000 employees.

VINCI CONSTRUCTION, the leading French building and civil engineering group and a global player, designs and builds structures and infrastructure that address the major issues facing society – global warming, population growth and rising demand for housing, healthcare, water and education, new gathering places, recreational facilities and work spaces, and more mobility. It is marshalling its expertise, innovative drive and the engagement of its 71,000 employees to support its customers in a changing world.

2018 REVENUE

VINCI ENERGIES

€12,603 M

EUROVIA

€8,934 M

VINCI CONSTRUCTION

€14,231 M

Total:
€35,769 M





INNOVATION

**SERVING A USEFUL PURPOSE
AND CARING FOR THE PLANET**



BUILDING SUSTAINABLE GROWTH IN A SUSTAINABLE WORLD

The need to combat climate change, save energy and natural resources, and protect biodiversity is driving Group companies to innovate to protect the environment.

Their dual objective is to provide their customers with eco-efficient solutions while reducing their own environmental footprint.

THE FULLY RECYCLED ROAD

Eurovia, in conjunction with VINCI Autoroutes and in partnership with equipment manufacturer Marini-Ermont (Fayat group), designed the world's first mobile plant able to manufacture hot mixes using up to 100% recycled material. The process was first trialled industrially under real conditions on a stretch of VINCI Autoroute's A10 motorway. This solution significantly reduces the need for natural resources and their transport.





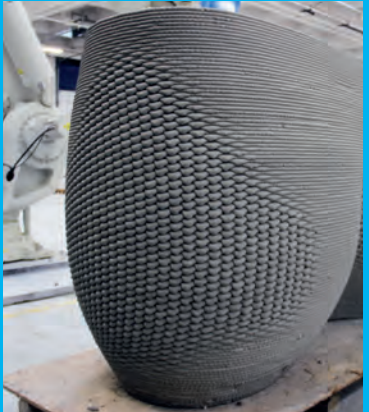


Green, high-performance, printed

DEVELOPING NEXT-GENERATION CONCRETES

VINCI Construction has developed new “green” concrete formulations that reduce the environmental impact of built structures. It has developed a new formulation of ultra-high-

performance fibre-reinforced concrete (UHPFRC), to build structures that use only half the amount of material required for conventional concrete. As a shareholder and partner of XtreeE, VINCI Construction is also supporting the rapid spread of 3D concrete printing technology designed to create particularly complex shapes and to work in areas that are difficult to access.



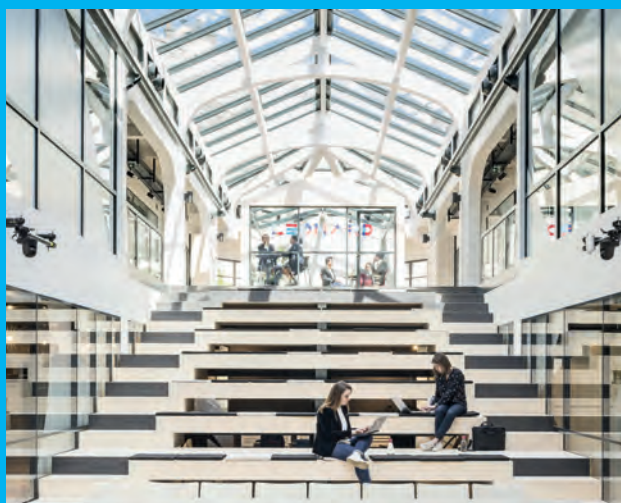
Leonard

INTRAPRENEUR INCUBATOR FOR VINCI'S FUTURE BUSINESS

Backed by Leonard, VINCI'S forward-looking innovation platform, the intrapreneur programme supports Group employees to incubate and develop new products or services. The projects developed by the first groups include Resallience (an engineering and design office focused exclusively on adapting infrastructure to climate change) and SunMind (a new business model for the self-consumption electricity market, involving solar power plants at customers' sites).



INNOVATION







Energy performance contract

FROM SMART LIGHTING TO SMART CITIES

Australia's largest smart lighting project, Streetlight, implemented by Electrix (VINCI Energies), will upgrade all the public lighting equipment and networks in Canberra. The project aims to save 47% energy within seven years and be carbon neutral by 2050. At the same time, the rollout of a wireless network and the BIMCity hypervisor system will optimise public lighting operation and maintenance while creating the right conditions for integrating new urban services.

WHERE WE OPERATE

UNITED STATES

In 2018, Eurovia acquired Lane Construction's Plants & Paving division, a leading producer of hot mix asphalt in the country. With this acquisition, Eurovia is now a leading roadworks company on the East Coast, generating total revenue of about €1.2 billion.

UNITED KINGDOM

On 27 December 2018, VINCI Airports signed an agreement to take over London Gatwick, the country's second-busiest airport.

+
**OVER
100 COUNTRIES**

+
**OVER 3,200
BUSINESS UNITS**

CHILE

The first departure hall (concourse C) in the new international terminal in the airport at Santiago de Chile, operated by VINCI Airports, was opened in 2018. The renovation and extension works to increase the airport's capacity to 30 million passengers are being carried out by VINCI Construction Grands Projets and the Italian construction group Astaldi.

2018

43%
OF REVENUE GENERATED OUTSIDE FRANCE

FRANCE

In synergy with other Group entities, VINCI Construction continues work on the new underground station in La Défense project and the adjacent tunnels (e-déf Eole-La Défense project) as part of the RER Line E extension west of Paris, under the Grand Paris Express transport infrastructure programme.

 The VINCI Group's host countries

ALBANIA-GREECE

Entrepose (VINCI Construction) is building three onshore gas pipeline sections of the Trans Adriatic Pipeline project. In 2018, its subsidiary Spiecapag finished laying 185 km of gas pipelines in Greece and continued work on two sections with a combined length of 215 km in Albania.

INDONESIA

Omexom Indonesia (VINCI Energies) is building Indonesia's first wind farm in Sidenreng Rappang Regency, on the island of Sulawesi, for UPC Renewables.

NEW ZEALAND

HEB Construction (VINCI Construction) is building a new motorway section in Auckland, which will improve access to the northern part of the city. The project includes 7 km of new bicycle and pedestrian paths.

EGYPT

The new Assiut Barrage built and delivered by VINCI Construction Grands Projets between Cairo and Luxor, 400 metres downstream from the existing dam, now irrigates nearly 700,000 additional hectares of agricultural land, comprises a 32 MW hydroelectric plant and supports navigation on the Nile in both directions.

2018

270,000
WORKSITES WORLDWIDE

CREATING THE BEST WORK AND SAFETY CONDITIONS FOR OUR EMPLOYEES, OUR PARTNERS AND OUR CUSTOMERS

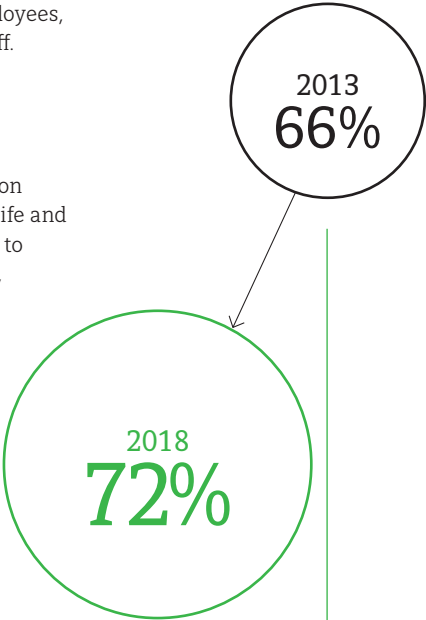
PROMOTING AND MANAGING AN EVERYDAY CULTURE OF SAFETY

VINCI believes that preventing the potential health and safety risks for employees that are caused by its businesses is an absolute priority. The zero accidents objective is a target for all teams – Group employees, subcontractors’ employees and temporary staff.

FOSTERING A SHARED CULTURE AND INVOLVING CUSTOMERS

A growing number of companies are working on finding ways to improve workplace quality of life and defining relevant action plans. VINCI also acts to ensure the safety of users of its infrastructure, especially motorway networks and airports.

PERCENTAGE OF
VINCI COMPANIES
WITH NO LOST-
TIME WORKPLACE
ACCIDENTS





ACTING FOR GREEN GROWTH

REDUCING GREENHOUSE GAS EMISSIONS FROM OUR ACTIVITIES

VINCI factors the environment into each step of the projects it carries out, with a broad perspective that aims to reduce their footprint across the life cycle of structures.

STEPPING UP OUR ENVIRONMENTAL COMMITMENTS

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

GREENHOUSE GAS EMISSIONS





ENGAGING IN AN ETHICAL AND LONG-TERM RELATIONSHIP WITH REGIONS AND STAKEHOLDERS

IMPLEMENTING ETHICAL PRINCIPLES

VINCI conducts all its projects in accordance with ethical principles and the protection of human rights, both of which are intangible imperatives for the Group.

INVOLVING STAKEHOLDERS

As stakeholder buy-in is increasingly vital to the success of projects, VINCI makes consultation a key focus of project implementation within a co-construction approach with regional stakeholders.

KEY STAKEHOLDERS



Customers and users



Employees



Financial community



Suppliers and subcontractors



Civil society



THE CODE OF ETHICS AND CONDUCT AND THE ANTI-CORRUPTION CODE OF CONDUCT HAVE BEEN TRANSLATED INTO 26 LANGUAGES. THEY ARE NOW AVAILABLE TO ALL VINCI EMPLOYEES IN THE OFFICIAL LANGUAGE OF THEIR RESPECTIVE COUNTRY.



ENCOURAGING TEAMS' PROFESSIONAL FULFILMENT

ATTRACTING AND RETAINING TALENT

VINCI implements a human resources policy aimed at recruiting and retaining talent within the Group – especially youths, which accounted for more than 16% of all new hires in permanent jobs in 2018. During the year, VINCI hired 56,554 people worldwide, including 30,299 in permanent jobs (10,941 in France).

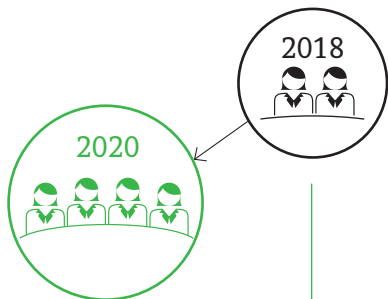
DIVERSIFYING OUR MANAGEMENT STAFF TO INCLUDE MORE WOMEN, DEVELOPING SKILLS, FOSTERING CIVIC ENGAGEMENT AND SHARING THE BENEFITS OF OUR PERFORMANCE

VINCI commits to diversifying its management staff to include more women and people of all origins. Employee training, sharing the benefits of performance as well as initiatives to encourage diversity, integration and civic engagement are all embedded in its DNA. They are all aspects designed to attract and develop the Group.

AVERAGE HOURS OF TRAINING PER EMPLOYEE



DOUBLE THE NUMBER OF WOMEN ACTING ON MANAGEMENT AND EXECUTIVE COMMITTEES AT VINCI BUSINESS LINES AND DIVISIONS WITHIN THE NEXT TWO YEARS





OUR STRATEGY FOR TOMORROW

VINCI's growth trajectory is that of a global and multi-local group firmly anchored in each of its markets and regions. We are speeding up our innovation and our own transformation to stay abreast of the changes in the world around us. Digital technology has already reshaped the way we design, build and operate buildings and infrastructure. Now artificial intelligence and big data analytics are opening new doors for VINCI's business.

BUILDING SUSTAINABLE GROWTH IN A SUSTAINABLE WORLD

BUILDING ON THE GROUP'S LONGSTANDING MODEL TO EXPRESS ITS FULL POTENTIAL

EXPANDING THE GROUP'S PRESENCE WORLDWIDE

ENCOURAGING A STRUCTURED AND VIBRANT INNOVATION POLICY

SIGNIFICANTLY REDUCING OUR ENVIRONMENTAL FOOTPRINT BY 2030

VINCI will maintain the same growth strategy in 2019 in both of its core businesses, especially outside France. While international revenue already tops 50% in some Contracting businesses, reaching that bar Group-wide is still a few years away. Within its two core businesses – Concessions and Contracting –, stepping up synergies will also help create value by boosting the Group's capacity to integrate its expertise into global solutions in line with its public and private customers' expectations. Our goal is to design, build, operate and maintain people-friendlier cities, offices and factories, and infrastructure that frees up flows, all the while using our planet's non-renewable resources as frugally as possible. We want to build sustainable growth in a sustainable world. Our vision of performance, it follows, needs to be global.



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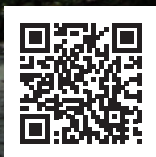
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