

ANNUAL REPORT | 2009



VINCI CONSTRUCTION

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BUSINESS REPORT | 2009

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Message from the Chairman

MANAGEMENT TEAM



Our model, which was an exceptional source of growth throughout the first decade of this century, is now proving robust. As the economy experienced a sharp downturn between 2008 and 2009, our revenue declined only slightly, in line with our forecast. The broad range of our business lines and expertise, the increasing internationalisation of our business activity, the responsiveness of our organisations and the agility of our companies in their markets explain our resilience in an uncertain business environment.

The visibility afforded by our order books is an additional stabilising factor. It shows a further contraction of revenue in 2010, though the downward trend appears to be slowing. In the medium term, our markets remain buoyant. Our model is in phase with the underlying trends on these markets. We will continue to develop it by expanding our ability to design, manage and implement complex projects, by moving into high-potential market segments and niche technologies and by optimising the local roots of our companies in their markets, the core of our business.

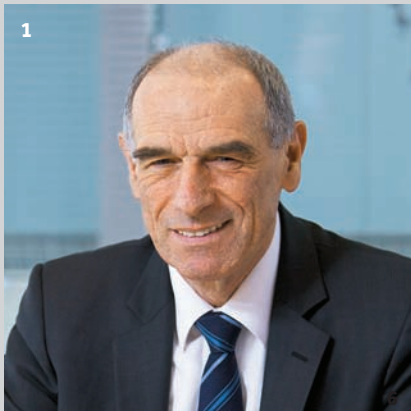
In the short term we will continue to remain vigilant, adapt and anticipate. By improving our productivity, optimising our tools and methods, stepping up our efforts to train and promote our employees, working unrelentingly to expand our expertise and developing the skills we will be needing in future, we will maintain our competitiveness and consolidate our model. We will then be prepared to rebound when our markets return to growth.

RICHARD FRANCIOLI

Chairman of VINCI Construction

“By working unrelentingly to expand our expertise and developing the skills we will be needing in future, we will maintain our competitiveness”

RICHARD FRANCIOLI, Chairman of VINCI Construction



1. JEAN ROSSI
Chairman of
VINCI Construction
France

**2. SÉBASTIEN
MORANT**
Chairman of
VINCI Construction
Filiales Internationales

3. JOHN STANION
Chairman of VINCI PLC

**4. RENAUD
BENTÉGEAT**
Managing Director
of Compagnie
d'Entreprises CFE

5. PIERRE BERGER
Chairman of
VINCI Construction
Grands Projets

6. BRUNO DUPETY
Chief Executive Officer of
Soletanche Freyssinet

7. REMI DORVAL
Chairman and Chief
Executive Officer
of Soletanche Bachy

8. JÉRÔME STUBLER
Chief Executive Officer
of Freyssinet and
Chairman of Nuvia

**9. DOMINIQUE
BOUVIER**
Chairman and Chief
Executive Officer of
ENTREPOSE Contracting

10. RAOUL DESSAIGNE
Director of
VINCI Construction

11. HERVÉ MELLER
Human Resources
Director of
VINCI Construction

12. FRANÇOIS RAVERY
Chief Administrative
and Financial Officer
of VINCI Construction

Management team
at 31 December 2009

France's market leader in construction and a major global player, VINCI Construction combines an unparalleled array of capabilities in building, civil engineering, hydraulic engineering and services.

Its business consists of three complementary components:

■ **A network of local subsidiaries:**

- in mainland France, through VINCI Construction France, with a well-established network of 375 profit centres;
- internationally, with VINCI Construction UK in the United Kingdom, CFE (46.8% held by VINCI) mainly in Benelux, SKE in Germany, Warbud, SMP and Prumstav-FCC in Central Europe, Sogea-Satom in Africa and about 30 local branches in Overseas France.

■ **Specialised, highly technical business lines:**

specialised civil engineering technologies with Soletanche Freyssinet (structures, foundations and soil technologies, nuclear engineering); dredging and marine engineering with DEME (50% held by CFE); and oil and gas infrastructure with ENTREPOSE Contracting.

■ **Management of complex projects:**

with VINCI Construction Grands Projets, operating worldwide on major civil engineering and building structures.

VINCI Construction is a Business Line of VINCI, the world's leading concession and construction group. VINCI Construction exemplifies the Group's entrepreneurial spirit and management approach, combining a decentralised structure, networked collaborative work, empowerment of local managers, development of employees and a responsive organisation. This model has contributed to the introduction of new standards of performance in building and public works.

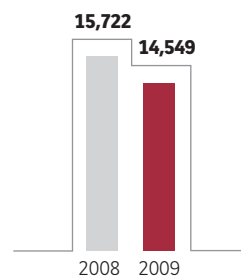
Main VINCI Construction locations



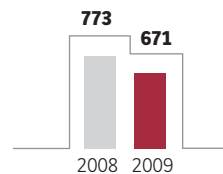
Workforce

| | |
|-------------------------|---------------|
| Employees | 71,054 |
| of whom | |
| Unlimited-term contract | 56,081 |
| Fixed-term contract | 14,040 |
| Work-study | 933 |

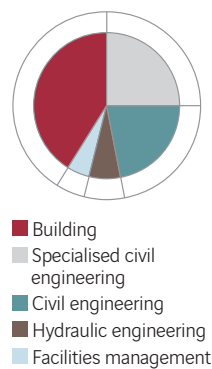
Revenue in € millions



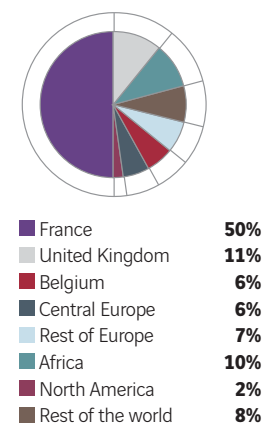
Operating profit from ordinary activities in € millions



Revenue by business line



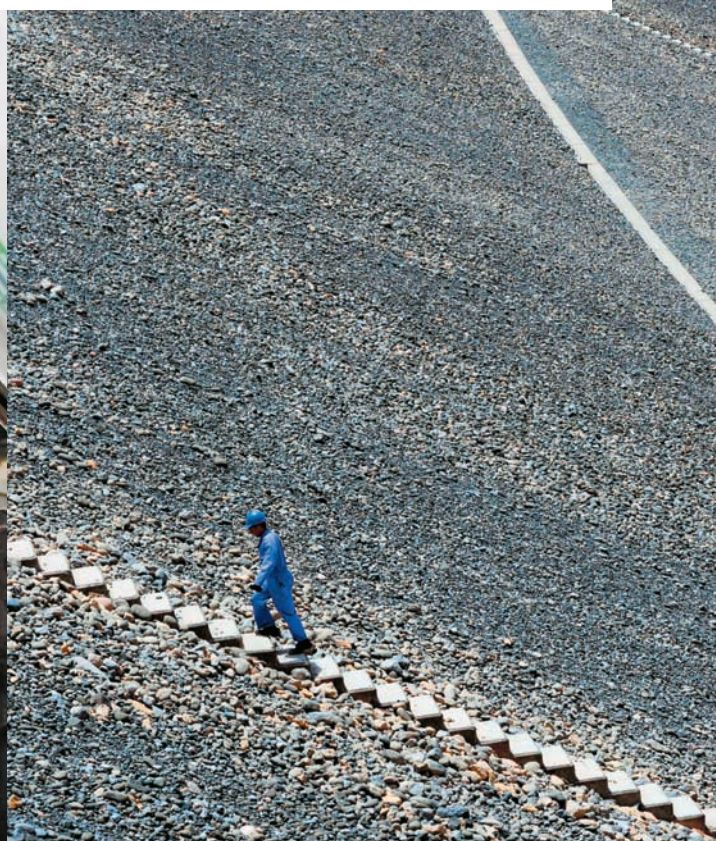
Revenue by geographical area





ECONOMIC PERFORMANCE

VINCI Construction owes its resilience to the broad diversity of its business lines and networks in Europe and the rest of the world. It is buoyed by the trend towards larger and more complex projects, which favour the major players in the sector.



Against the backdrop of a severe economic downturn, VINCI Construction's revenue declined only 7.5% to €14.5 billion. Thanks to the visibility given by its order book, the company was able to anticipate and control the contraction and to virtually maintain its operating margin.

NETWORKS OF LOCAL SUBSIDIARIES

France

Revenue at VINCI Construction France declined 9% to €6.1 billion in 2009. At the same time, the company's operating margin held steady at a level similar to that of 2008, confirming the strength of its business model.

The contraction in business activity, primarily in the building sector (down 10% to €3.9 billion), was mainly due to the downturn in the business property market. New projects in this sector were frozen, especially in the greater Paris area, and with the entire private-sector building market hard hit by the economic crisis, some operators suspended operations originally scheduled for 2009. The public-sector building market, especially health care and educational facilities and social housing, proved more resilient.

Continued public-sector orders enabled the civil engineering business to hold up, with revenue declining slightly (7.5% to €1.5 billion). The economic stimulus plan, encompassing 1,000 projects primarily involving public transport and infrastructure, helped bolster business activity.

Building on its leading positions, VINCI Construction France took advantage of the ongoing trend toward larger projects and the concomitant spread of PPPs in both the building and the civil engineering markets. VINCI Construction France won PPP construction contracts with a total value of nearly €400 million in 2009.

Looking more specifically at the short-term business cycle, business activity and order intake increased in the second half with the start of several major operations and new orders. At the end of the year, the VINCI Construction France order book reached a record high level of €6.4 billion, albeit with trend toward longer completion periods, with 64% of orders to be carried out during the following year, compared to 71% at the end of 2008. Against this backdrop, VINCI Construction France expects a slight dip in volume in 2010 and has better visibility in the years thereafter.

In Overseas France, local subsidiary activity began to return to usual levels as a result of the completion of major operations carried out in conjunction with VINCI Construction Grands Projets and VINCI Construction France. Ongoing activity was buoyed by public-sector orders for health care and education facilities and by the many smaller core business projects carried out in the Group's traditional markets.

United Kingdom

VINCI Construction UK operated in markets hard hit by the recession. The company's resilience was strengthened by the acquisition of Taylor Woodrow at the end of 2008. The tie-up, completed in 2009 with the introduction of a new integrated organisation, substantially reinforced VINCI Construction UK's position in the facilities management, rail and airport infrastructure and public building markets - the sectors that best rode out the downturn. The acqui-

sition during the year of the United Kingdom assets of the Haymills company (over €79 million annual revenue, half of which is generated in facilities management) further reinforced the company's resilient profile.

Revenue and margin held up well during the year, as a result, inter alia, of major orders for transport infrastructure and an increase in business volume in the school building market; seven projects were started or continued in 2009 under the Building Schools for the Future programme, which will again generate substantial activity in 2010.

Benelux

At CFE (in which VINCI Construction holds a 46.8% interest), revenue contracted 7% to €1.6 billion. The decline affected construction (down 7%) and the dredging business line carried out by subsidiary DEME (see p. 8). The downturn in building activity (19%) was relatively limited, thanks to the fact that the property market was in better shape than in most other countries. Very strong growth in civil engineering (up 51%) driven by large infrastructure projects compensated for the decline in building. Lastly, business held steady in the multi-technical division and expanded with the acquisition of the Elektro Van de Maele company.

Germany

VINCI Construction's activity in Germany focuses on facilities management and related construction works. Specialised subsidiary SKE confirmed its performance in this market, with revenue coming in at €420 million. New contracts were booked during the year in both of the company's business segments, which are equal in volume: maintenance of U.S. Armed Forces sites (in which several contracts with a total value of €161 million were won); and school facilities, which SKE builds, renovates and maintains under PPP contracts (new 25-year, €81 million contract covering four schools in Nuremberg). Overall, the SKE group manages eight PPP type contacts with an average duration of 20 years for 57 schools and one library, representing a total value of €656 million excluding cost of financing, as well as 43 contracts with a duration of five to 10 years for the American Armed Forces, with a total value of €588 million.

Poland

Following several years of very strong growth, Warbud increased its revenue a further 10% to €404 million (at constant exchange rate) despite the sharp downturn in the private-sector building market. Traditionally focused on this market, Warbud has for several years pursued strategic diversification into civil engineering and environment business lines and this enabled it to make the most of the positive trend in these two markets. Business was particularly brisk in the road infrastructure sector as a result of major construction and renovation programmes co-financed by the European Union.

Economic performance

Czech Republic and Slovakia

VINCI Construction subsidiaries operated in a business environment resembling that of the Polish market. Building activity contracted sharply as a result of the freeze on private-sector investment. Conversely, civil engineering activity was bolstered by public-sector orders, enabling SMP to make the most of its longstanding positions in the engineering structure market. Business activity in this market will continue at a good pace in 2010, driven by the start of work on the new R1 motorway in Slovakia under a concession granted to a VINCI-led consortium.

Africa

Sogea-Satom more than held its own in the African market. Following several years of strong growth, revenue rose a further 6% to €669 million – a five-year increase of 125%. Business activity remained strong across all business lines – roadworks and earthworks, hydraulic engineering and civil engineering. In markets buoyed by the steady support of large international donors, Sogea-Satom can build on its historic roots and the quality of its expertise to maintain its position in an increasingly competitive business environment. The drive to expand operations in countries with oil resources such as Equatorial Guinea enabled the company to take advantage of strong demand for infrastructure in these markets.

SPECIALITY BUSINESS LINES WITH HIGH TECHNICAL CONTENT

Specialised civil engineering

Soletanche Freyssinet recorded its first full year since the tie-up between Soletanche Bachy and Freyssinet was initiated in 2008. The newly-formed integrated specialised civil engineering technologies division generated revenue of €2.1 billion, down 15% from the previous year. The contraction is primarily due to the downturn in building markets and in a number of countries and regions that were hard hit by the recession (mainly the United Kingdom, Central Europe, Spain and Dubai).

Within that general trend, there were variations from one business activity to another.

- In structures, after two years of exceptionally strong growth, Freyssinet rode out the downturn with only a slight (2%) decline in its revenue and a further increase in its high level of profit. It held up particularly well in the French, Polish, Dutch, Mexican and Australian markets and in the major projects business line.
- In foundations and soil technologies, Soletanche Bachy, exposed in the building markets and facing cancellation of major projects such as the Russia Tower in Moscow and the artificial islands in Dubai, recorded a sharp decline in revenue (25%) but maintained satisfactory volume in its strong Asian and North American areas of operation. The economic situation was better for Terre Armée (retaining structures) and especially for Menard, which is well placed in the market for soil consolidation as part of major construction projects.
- In nuclear activities, 2009 was another growth year for Nuvia, as renewed

interest in nuclear energy gathered pace. Business activity rose more than 30% in France. It remained stable in the United Kingdom but intense marketing activity brought in orders representing more than a year in revenue at the end of the year. To exploit the strong potential for expertise and network synergies among its entities while optimising its competitiveness, Soletanche Freyssinet launched the Resonance plan in 2009, developing common offerings to meet market demand for integrated solutions in such market segments as underground car parks and port works.

Dredging

DEME, with overall revenue of €1.4 billion (down 7%), exhibited satisfactory resilience in a market undergoing rapid change. The decline in the major project and marine works activities was partly offset by expansion in small and medium sized operations, which kept the company's dredger capacity utilisation at a high level. With its fleet operating worldwide from eight bases in Europe, the Middle East, the Asia-Pacific region, Africa and South America, DEME worked on a large number of port and river modernisation and maintenance projects. Meanwhile, in a move to broaden its range of business activities, the company is diversifying into remediation, environmental services and offshore works.

Oil and gas infrastructure

ENTREPOSE Contracting recorded a strong upturn in revenue (33% to €612.7 million), primarily as a result of organic growth (28% at constant scope of consolidation). Growth was particularly noteworthy in land pipeline laying, in which specialised subsidiary SPIECAPAG is a world leader, shallow marine works (upstream and downstream of pipelines in coastal waters, laid by GEOCEAN) and in cryogenic Liquefied Natural Gas (LNG) tanks. In a move to expand the proportion of repeat business by developing new services for existing customers, ENTREPOSE Contracting acquired two companies: Challenger Special Oil Services (maintenance, commissioning and inspection of oil and gas pipelines) and CAPTRADE (master contracts, supply chain optimisation).

MANAGEMENT OF COMPLEX PROJECTS

For VINCI Construction Grands Projets, 2009 was a transition year. Several major projects were handed over during the year and a number of large projects got under way. The latter were in the initial stages and therefore generated limited revenue during the year. This being the case, VINCI Construction Grands Projets revenue contracted slightly, by 6%, to €724 million. Conversely, the order book stood at an impressive €1.8 billion at the end of the year, providing good visibility going forward.

More generally, VINCI Construction Grands Projets operates in a sector with major potential for international market players that have the capabilities to build ever larger, ever more complex projects on a turnkey basis.



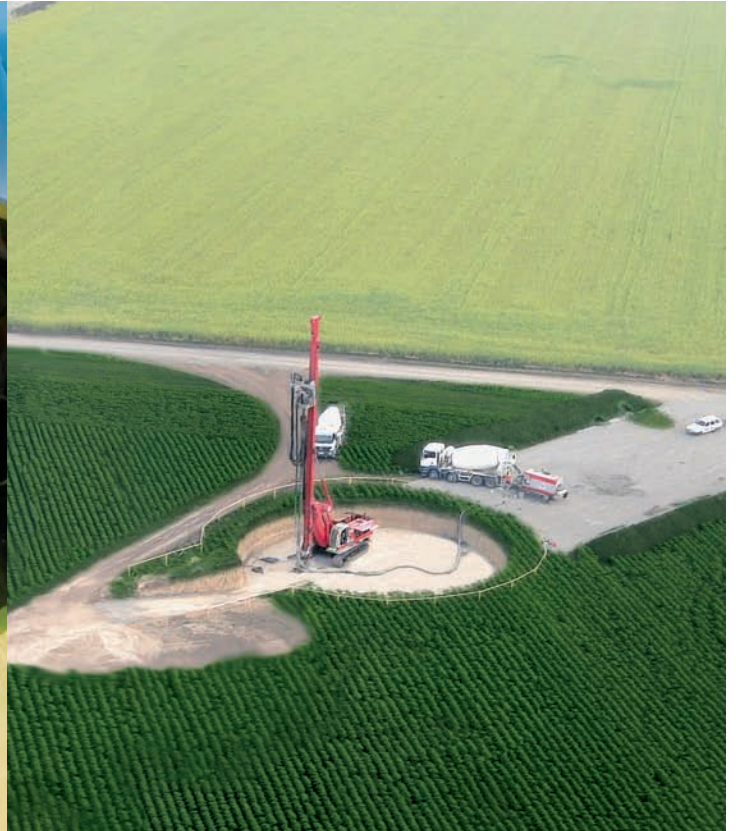
OUTLOOK

VINCI Construction's order book at the end of the year was valued at €15.8 billion, a level close to the prior year's level (down 2%). It included, however, a growing proportion of major, long duration civil engineering projects. In this context, VINCI Construction anticipates another controlled contraction in revenue for 2010. Continued application of its consistent policy of selectivity, cost control and margin retention, including a conscious reduction in business volumes, if necessary, should again ensure that operating profit margins are maintained.

VINCI Construction's strong resistance to cyclical developments is a result of the diversity of its businesses, markets and customers, giving it the ability to withstand cyclical swings. This resilience is reinforced through its growing internationalisation (50% of revenue generated outside mainland France in 2009, compared with 48% in 2008) and increasing expertise in high technology businesses.

Beyond the current economic uncertainty, VINCI Construction continues to benefit from favourable underlying trends. Its business will be sustained over time by the considerable demand in mature economies that face significant needs to modernise and environmentally optimise facilities as well as from emerging countries where new construction is increasing. This demand

involves the principal markets in which VINCI Construction companies operate: transport and energy infrastructure, urban development, functional buildings – particularly in the areas of healthcare and education. A growing portion of these projects will be conducted through public private partnerships. VINCI Construction also will benefit from the market's already visible evolution towards increasingly large and complex projects that include a strong systems component. VINCI's ability to take charge of such operations, including their financial aspects, and VINCI Construction's expertise in managing major projects are significant – and increasingly decisive – competitive advantages.



A RESPONSIBLE GROUP

VINCI Construction's objective is overall performance. It measures success on more than just economic and financial results; success is also judged in terms of social responsibility, solidarity, the environmental value of projects and response to the expectations of users and the broader community.



355,000 HOURS

of training were provided by VINCI Construction France in 2009 through the network of Cesame centres.

HUMAN RESOURCES

Creating permanent jobs

Whenever possible, VINCI Construction creates sustainable jobs. At 31 December 2009, its companies had 71,054 employees worldwide, of whom 78% were employed under unlimited-term contracts.

To recruit new employees, VINCI Construction companies are taking a large number of initiatives aimed at young people and training institutions. A network of campus managers coordinates relations with about one hundred schools, ranging from apprentice training centres (CFAs) to engineering schools. Every year, VINCI Construction companies host nearly 10,000 student interns and some 100 VIE international company volunteers. 933 work-study contracts were signed in the course of the year.

Helping young people into employment

The Group's companies help young people without qualifications find work. In the greater Paris region, VINCI Construction joined forces with the other VINCI works Business Lines to found the GEIQ IDF (employer grouping for induction and qualification); 97 *professionnalisation* (vocational training) contracts were signed as part of this programme in 2009, with 70% resulting in recruitment by Group companies. In the French regions, VINCI Construction subsidiaries are also working within some 40 building and civil engineering GEIQs. The first GEIQ in the metallurgy sector was set up in Dunkirk in 2009 with the active participation of ENTREPOSE Contracting, which has a subsidiary, CMP Dunkerque, in the industrial region.

In social rehabilitation, the Réha School set up by GTM Bâtiment (VINCI Construction France) welcomed its third class in 2009. The school is designed for young graduates from disadvantaged neighbourhoods who are seeking jobs. They take a 10-month course to earn a certificate as assistant worksite managers and are then hired by the Group. In the United Kingdom, VINCI Construction UK worked with the University of Derby to design a course leading to a diploma in quantity surveying.

Changing skills and training

Employability is fostered by forward-looking jobs and skills management (GPEC). GPEC also affords an opportunity for dialogue between operational managers and employee representatives about the company's strategic goals and challenges so as to better anticipate changes in skills.

The forward-looking jobs and skills management programme ties in with an ambitious training programme. VINCI Construction's goal is to offer personalised training to each of its employees. This is provided, for the most part, by in-house training centres. In France, the Cesame network of centres welcomed nearly 18,000 trainees and provided 355,000 hours of training in 2009. Cross-divisional synergies make it possible to share training resources within VINCI Construction. For example, the Orchestra programme, set up by VINCI Construction France to train 6,000 foremen, worksite managers and operational managers in worksite preparation and organisation, was rolled out in Overseas France and the Central European subsidiaries, helping to disseminate a common technical culture. VINCI Construction France and VINCI Construction Grands Projets worked together to draft the reference document



PERMANENT EMPLOYMENT.
At 31 December 2009, VINCI Construction companies had 71,054 employees worldwide, of whom 78% were employed under unlimited-term contracts.

used in this training. In a similar move, the Team Grands Projets programme, designed by VINCI Construction Grands Projets to train a new generation of managers in the management of complex projects, was extended to cover VINCI Construction France employees.

Specific programmes are also carried out within the various subsidiaries. Freyssinet set up the Post Tensioning Academy in 2009 to provide training focused on the company's traditional business line, prestressing, which will ultimately be disseminated internationally. Sogea-Satom launched AfricaPro, a new training programme aimed at enhancing the project management skills of its works directors.



Encouraging employee career development

VINCI Construction's management culture geared to responsibility and trust encourages employee career development. A young engineer may, for example, rise to become a worksite or profit centre manager within a few years. A variety of methods are used within group companies to foster employee induction and career development, including the Coaching Team programme at VINCI Construction France, the qualification training course for young engineers within the Engineering and Technical Resources Department at VINCI Construction Grands Projets, the recruitment and training programme for African management staff at Sogea-Satom and the individualised vocational development programme at ENTREPOSE Contracting.

The human resources policy also stresses international recruitment and career development. The VINCI Construction European graduate trainee programme brings young graduates from other countries to be trained within teams in

France. They can then take on management positions in the international subsidiaries or continue their careers in France.

SAFETY

Zero Accidents objective

VINCI Construction's goal is zero accidents. The goal applies to group employees, temporary workers and employees of subcontractors working on group sites. Across VINCI Construction as a whole, the work-related accident frequency rate stood at 11.4 in 2009, a 0.75 improvement compared to 2008.

The priority zero accidents objective is pursued through a myriad of actions and initiatives such as worksite orientation procedures, across-the-board application of 15-minute safety sessions, training in specific risks and acci-

dent analysis. In France, 8,000 VINCI Construction France employees have taken "Prevention Attitude" training since it was introduced in 2007. It will be continued until 2011 to cover all employees.

VINCI Construction Grands Projets rolled out the (A)live on site programme, which targets all worksite personnel – local, expatriate, partner and sub-contractor employees. In this programme, which focuses on know-how and individual behaviour, worksite personnel are filmed in action and the risk situations are commented on in their language. Over 1,100 employees on 14 projects took part in the programme in 2009. In Africa, Sogea-Satom substantially improved its accident frequency and severity rates by structuring its safety policy (expanding its network of safety correspondents and adding new road safety rules, for example). In the United Kingdom, safety has been fully integrated in VINCI Construction UK management processes together with a policy based on the responsibility and personal involvement of each and every person associated with the company, and this has produced exemplary results.

EQUAL OPPORTUNITIES

An audited policy

VINCI Construction, like all VINCI entities, pursues a proactive policy of promoting equality and diversity. For the third consecutive year, the group called on the independent firm Vigeo, backed by a team of internal auditors, to audit this policy. The map of the results of the audit regarding the four themes (gender equality, disability, persons of immigrant background, seniors) shows an improvement in group practices. To better spread the message in the companies, diversity training has been introduced for human resources managers and staff.

VINCI is the first group in its sector to receive Afnor Diversity certification. Two VINCI Construction France subsidiaries (EMCC and GTM Bâtiment) were audited in 2009 as part of this certification process. The certification both recognises the Group's commitment and encourages it to further develop the equal opportunities policy over the long term.

CIVIC ENGAGEMENT

VINCI Foundation and ISSA programme

In line with its solidarity values, VINCI Construction supports projects that create social links and help the unemployed find work. The key player here is the VINCI Foundation, which offers a framework for Group employees' civic engagement through a combination of financial support and skills-based sponsorship. In 2009, 120 projects sponsored by more than 190 employees received Foundation grants totalling €2 million. The Foundation has developed new resources (a guide to sub-contracting, a network of local correspondents) to increase employee involvement and the collaboration between Group companies and organisations that help disadvantaged or disabled people find employment. In Africa, Sogea-Satom's Initiatives for Africa programme (ISSA) encourages employee participation by supporting solidarity projects initiated and managed by Sogea-Satom divisions and worksite teams such as con-



In Burkina Faso, the ISSA (Sogea-Satom Initiatives for Africa) programme is supporting the Songtaab-Yalgré association. The association is run by women who grow and process local plants using organic farming methods and then market the products. Songtaab-Yalgré produces shea butter, widely used in cosmetics for its nutrient properties.

struction and refurbishment of schools, drinking water supply works and provision of medical equipment. Subsidies average €10,000. 10 projects received support in 2009.

A responsible group

01



02



ENVIRONMENT

Limiting the environmental impact of business activities

VINCI Construction companies continued their environmental certification process in 2009. The share of VINCI Construction revenue covered by ISO 14001 certification increased from 48% in 2008 to 57% in 2009. Group companies also work on certified (HQE, BREEAM, LEED, etc.) projects, which account for some 10% of worldwide revenue.

All these programmes take the environmental dimension on board in worksite management through systematic use of best practices: waste sorting and recovery, control of pollution (dust, noise), general availability of safety kits (prevention of accidental pollution) etc. In the United Kingdom, VINCI Construction UK recycled 57% of its worksite waste in 2009 under the national commitment to halve the amount of waste sent to landfill between 2005 and 2012.

Impact on biodiversity is also an increasing focus, especially in major projects. Engineering studies carried out by VINCI Construction Grands Projets in preparation of the Qatar-Bahrain causeway project (see p. 32) include current, wind and tidal monitoring to assess the impact of the structure on marine fauna – especially shrimp, a major resource for local fishermen.

Fighting climate change

With the goal of reducing its greenhouse gas emissions and establishing a baseline to measure progress going forward, VINCI began measuring its emissions in 2007. The quantification system was further tightened in 2009. Based on the international standard applied (ISO 14064), the CO₂ audit was applied to all Group emissions. In 2009, total emissions amounted to 2.15 million tonnes (Scope 2, direct emissions + electricity), of which VINCI Construc-

tion accounted for 917,000 tonnes. In addition to its ongoing work to reduce the emissions directly generated by its business activities, the group includes its partners, suppliers and customers in its programme.

Deploying an eco-efficiency policy

To limit the impact of its activities on the environment, VINCI Construction is also developing eco-design of buildings and structures, which includes life cycle analysis. Group companies have devised eco-comparison tools for this purpose – Program for Impact of Construction (PIC) at Freyssinet; CO₂CRETE Impact (CO₂ emissions of concrete as a function of its formulation and placement) and GESTim™ (overall emissions generated by construction of a structure) software at VINCI Construction Grands Projets; and Equer (building energy performance evaluation) software at VINCI Construction France. Equer makes it possible to calculate, at the design stage, the consequences of choices – size of openings, type of heating system, use of renewable energies, etc. – on energy, water and natural resource consumption, CO₂ emissions, etc. Used in an increasing number of projects, it enables Group companies to propose alternative technical solutions with environmental added value.

Developing research in eco-design and the sustainable city

In 2008, VINCI co-founded the first chair in the eco-design of building complexes and infrastructure with the ParisTech engineering schools (Mines Paris, Ecole des Ponts, Agro). The move was designed to promote the integration of eco-design concepts into the training provided for future generations of engineers and to develop decision-making tools for economic operators. In 2009, as a result of this partnership, 12 research projects (theses and post-doctoral work) were started and a series of training sessions was given by teams from ParisTech and VINCI.

1,500 PROJECTS

were entered by Group teams in the VINCI 2009 Innovation Awards Competition - up 30% from the previous competition.

03



01 GEOMIX. Developed by Soletanche Bachy (Soletanche Freyssinet), the process capitalises on soil mixing and hydromilling techniques. It won the Technology Leap Prize in the VINCI 2009 Innovation Awards.

02 A89. This motorway project for ASF includes an exemplary environmental programme. All worksite personnel are given training in environmental protection. 600 people were trained in 2008-2009.

03 ECO-DESIGN. About 40 VINCI Construction France estimators and works engineers were trained in the use of the Equer software in 2009. The system assesses the energy performance of buildings and makes it possible to propose alternative solutions with environmental added value.

VINCI also encourages forward-looking debate on the sustainable city through the City Factory, a forum where experience and expertise can be shared between public- and private-sector operators involved in urban development and mobility issues. Lastly, in France, the Group is participating in the Advancing sustainable city and eco-technologies competitiveness clusters in the Paris region and the civil engineering and eco-construction clusters in Nantes.

INNOVATION

Research programmes

VINCI Construction companies are taking part in research programmes that involve their own teams, their network of partners and young PhD students doing their thesis within Group teams. Ongoing research topics include early cracking of reinforced concrete structures (second thesis associated with a testing programme) and cracking in solid parts (national CEOS.fr project); accelerated aging of concrete in sulphate and marine environments; and tunnel retaining systems using the "radial rock bolting with distributed anchoring" method. In an endeavour more directly related to their activities and the expectations of their customers, VINCI Construction teams are also developing their own innovations to constantly enhance their offerings. VINCI Construction companies (primarily Soletanche Freyssinet and VINCI Construction Grands Projets) filed more than 50 patents in 2009.

VINCI Innovation Awards Competition

VINCI's innovation culture is an integral part of its entrepreneurial culture. In line with its decentralised management model, the Group develops its innovative potential by encouraging concrete initiatives at the most local level by

its companies and their teams. The approach is symbolised in particular by the VINCI Innovation Awards competition, staged every second year and open to all Group employees.

The 2009 edition attracted almost 1,500 entries (up 30% against 2007), of which 109 won prizes at regional level and 11 were winners in the final stage of the competition.

The Grand Prize went to the Pirandello® modelling system, which measures the impact of public planning decisions (transport, housing, jobs) on urban development. In order to encourage the sharing of innovations within the Group, a Dissemination Prize was awarded for the first time to an innovation from the previous edition of the competition - a dual-purpose nut facilitating the rotation of form panels, which is now being produced on an industrial scale. The Technology Leap Prize went to Soletanche Bachy (Soletanche Freyssinet) for its Geomix process, which capitalises on soil mixing and hydromilling techniques.

The Special Synergies Prize went to the Trajeo'h project. This association helps VINCI companies in the Rhône-Alpes and Auvergne regions to step up the recruitment of workers with disabilities and to redeploy personnel unable to perform their present job by devising customised solutions making it possible to retain them.

BUILDING





01



OFFICE BUILDINGS

In France, several major projects were completed in 2009. Many were located in the greater Paris area, where VINCI Construction France building subsidiaries hold leading positions. Projects included, in La Défense, the renovation of the 48,300 sq. metre Anjou tower, one of the business district's oldest high-rise buildings, and of the CNIT, as well as the construction of the Basalte building (a 43,000 sq. metre structure built on the ring road cover), which houses the new Société Générale trading room; in Nanterre, the 32,600 sq. metre Eureka building; in Bezons, the 66,000 sq. metre River Ouest office and services complex with 1,450 parking spaces, one of the greater Paris area's main service-sector property projects in recent years; in Pantin, the comprehensive structural renovation of the Grands Moulins, which was transformed into a 90,000 sq. metre office building that retains its main early 20th century industrial architectural features; in Paris, the structural refurbishment of the high-end Cambon-Capucines complex (50,000 sq. metres of 19th century buildings near the Place Vendôme).

In Marseilles, VINCI Construction France continued construction work on the 147 metre, 33 storey CMA-CGM tower, which has a particularly complex curvilinear structure, while the Les Quais d'Arc en Ciel operation in the Euroméditerranée business district entered the operational phase; VINCI Construction France is working on the project, which will ultimately comprise four buildings

02



including three high-rises and a 1,000 space car park, on a design-build basis. Other projects in the French regions included the new head office of insurance company Matmut in Rouen; the 26,000 sq. metre Cité des Affaires business complex in Saint Etienne; the Veolia Environnement training campus in Meyzieu, on the outskirts of Lyons – an HQE® (high environmental quality) worksite that received a high performance rating with respect to most of the criteria (e.g. low disruption, energy, water and waste management).

In Monaco, a major (€270 million) contract was won at the end of the year for the Odéon tower. At 170 metres, with 48 storeys and 10 underground levels, the office and residential complex will be the Principality's tallest high-rise. It will be built by a consortium bringing together VINCI Construction France for structural work and Soletanche SAM (Soletanche Freyssinet) for foundations. The two companies are also working as a consortium in Monaco to perform the earthworks/retaining wall and structural work on the Teotista tower, which comprises six underground levels and 19 storeys.

The main projects in other countries were an office complex in West Regent Street in Glasgow, in the United Kingdom; two new buildings for the GlaxoSmithKline pharmaceuticals group and for RTBF in Belgium; and two IT sites for the KBC bank near Budapest in Hungary.

03



01 RIVER OUEST, BEZONS. Handed over in 2009, the 66,000 sq. metre HQE® office complex is one of the greater Paris area's largest service-sector property projects in recent years.

02 DOCKS VAUBAN, LE HAVRE. The former port warehouses were refurbished and transformed into a 66,000 sq. metre shopping and leisure centre that has helped revitalise an entire city neighbourhood.

03 CNIT, LA DEFENSE. VINCI Construction France completed structural renovation of the emblematic building in the Paris business district, creating 37,000 sq. metres of offices and shops, refurbishing 15,000 sq. metres of exhibition and convention space and redeveloping the square in front of the building and access to the RER station.

04 CITE DES AFFAIRES, SAINT ETIENNE. The former arms factory made way for an avant-garde architectural complex. The platinum building uses geothermal and solar energy to achieve energy self-sufficiency.



PARIS AREA GRANDS MOULINS IN PANTIN

The conversion of the 1920s building marks a milestone in the urban renewal now underway in the former industrial zones east of Paris. The project, carried out by CBC (VINCI Construction France) and Soletanche Bachy (Soletanche Freyssinet), involved the conversion of a 35,000 sq. metre flour mill into office space and the construction of an additional 55,000 sq. metres. The interface between the two operations (demolition of the interior of two huge silos without destabilising the structures, metal frame extensions to create floors) required particularly complex project phasing.

04



PRIVATE-SECTOR BUILDING

A high-end, high tech project

VINCI Construction France began work on the Louis Vuitton Foundation for Creation building in Paris. Designed by Frank Gehry, architect of such notable buildings as the Guggenheim Foundation in Bilbao, the building is located in the Bois de Boulogne and will be made up of a group of skylights and "icebergs" with various shapes, giving the whole the appearance of a cloud. The group was involved very early on in the design phase, followed by the synthesis and engineering work. Using the complementary resources of VINCI Construction France and VINCI Construction Grands Projets, this is one of the Group's most complex building projects ever. The work will be completed in 2012.

In shopping centres, VINCI Construction France completed the Docks Vauban project in Le Havre, in which former port warehouses were converted to a 66,000 sq. metre shopping complex, and continued work on the 168,000 sq. metre shopping and business complex in Le Kremlin Bicêtre near Paris (the first project of its kind to be HQE® certified) and the 42,000 sq. metre Heron Parc leisure, shopping and office complex in Villeneuve d'Ascq. VINCI Construction France also won the Halles de Chambéry extension/construction project in south-eastern France, a new city centre shopping mall. In Belgium, CFE handed over the new Palais des Congrès convention centre in Brussels and the Médiacité shopping centre in



02



01 CENTRE MÉDIACITÉ, LIÈGE.

In Belgium, CFE handed over the 110,000 sq. metre shopping centre with a metal frame whose flowing curves echo those of the nearby Meuse River, in 2009.

02 AIRBUS ASSEMBLY PLANT, TOULOUSE.

VINCI Construction France is building the assembly plant for the fuselage and wings of the future A350 airplane on a general contracting basis. The 48,000 sq. metre building has a height of around 30 metres.

03 THE ARC, BURY ST EDMUNDS, Suffolk. In the United Kingdom a shopping centre with an auditorium and a conference centre is being built on a 4.8 hectare site.

03



Liège – a 110,000 sq. metre complex known for its huge metal frame with flowing curves that echo those of the nearby Meuse River. CFE also handed over the 63,000 sq. metre Przymorze shopping centre in Gdansk, Poland, which comprises an E. Leclerc hypermarket and some 100 shops. VINCI Construction UK completed the Arc shopping centre in Bury St. Edmunds, Suffolk, as well as three sites for its longstanding customer Tesco.

In the hotel market, VINCI Construction France began the conversion of an office building in the rue Saint Honoré in Paris to a 140-room luxury hotel for the Mandarin Oriental chain. It is keeping the 1930s Art Deco facade. In Belgium, CFE started the La Réserve project in the seaside resort of Knokke (150 luxury apartments and a five-star hotel). In the Czech Republic, VINCI Construction Grands Projets completed work on the Yazz Hotel in Prague.

In the manufacturing sector, the Group won the construction of the assembly plant for the new Airbus A350 XWB in Toulouse; the consortium, led by VINCI Construction France and comprising two VINCI Energies subsidiaries, is responsible for civil engineering, main services, and the technical and fitting and finishing trades. The value of the contract is €43 million.



PARIS MANDARIN ORIENTAL HOTEL

Lainé Delau and GTM Bâtiment (VINCI Construction France) are converting a former office building in the rue Saint Honoré in Paris's 8th arrondissement into a 140-room luxury hotel for the Mandarin Oriental chain, keeping the Art Deco facade that dates back to the 1930s. This is the first such building in France to obtain HQE® (high environmental quality) certification. Group companies are taking a broad range of steps to reduce the environmental impact of the worksite, using green construction huts and mist generators to prevent dust and limiting the movement of machinery.

URBAN DEVELOPMENT

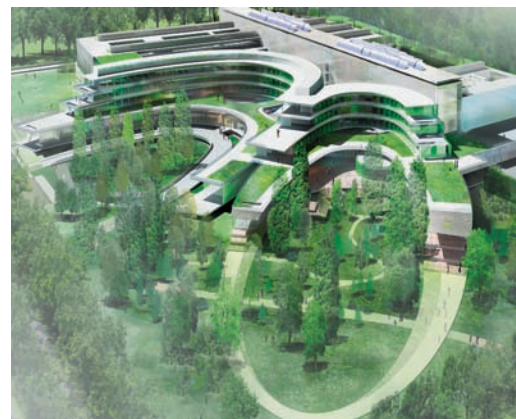
VINCI Construction France started or continued several major urban renewal projects: in Lyons, on a general contracting basis, the 164,000 sq. metre Lyon-Confluence leisure and shopping complex as part of the renewal of the tip of the Lyons peninsula between the Rhone and the Saone Rivers; in Massy, the construction of a 500-unit residential complex and 60,000 sq. metres of office space (Paris-Briis project) that marks the birth of a new neighbourhood built on an industrial brownfield site; in Boulogne-Billancourt, the construction of office, residential and retail space at the former Renault industrial site – a vast urban renewal project being carried out, inter alia, for VINCI Immobilier.



VINCENNES INSEP RENOVATION

VINCI Construction France is redeveloping the INSEP, a large athlete and sports management training centre, as part of a 30-year public-private partnership (which includes hotel services, catering, maintenance and safety). It is building a new sports facility made up of a 12,500 sq. metre main building, a new indoor pool to be added to the existing water sports stadium and outdoor development. The frame of the new building is made of a network of variable-span (up to 43 metres) glulam beams. The facades, with wooden cladding, have complex geometry and some one hundred facettes.

01



HOUSING

In France, the volume of operations carried out for private-sector developers and clients has declined as a result of the economic crisis, but a number of significant projects were nevertheless carried out during the year. One example is the Ponts-Jumeaux priority development zone in Toulouse (four buildings with a total of 350 units). But business remained brisk in public housing as a result, among other things, of major rehabilitation operations financed by the French national urban renewal agency, ANRU. The works include the contract in Hautmont in northern France to rebuild three complexes (449 units) and, in an innovative contractual arrangement, the public rental housing programme in Pont Saint Esprit in southern France, developed as an off-plan sale to a social housing operator.

Meanwhile, CFE acquired an interest in a company developing a marina and a property complex in Bizerte, Tunisia, as a concession. The company signed a €47 million contract to build 270 apartments and 16,000 sq. metres of retail space.

02



PUBLIC-SECTOR BUILDING

Public-sector orders were stable, supporting VINCI Construction's activity in most of its markets.

In France, business activity was particularly strong in the hospital sector. The main projects were: in Paris, the renovation of the Necker-Enfants Malades hospital (€35 million for the structural works contract), the construction of the ICM brain and marrow institute (for which the building's structure, technical ducts and communication nodes were designed to be adjusted to changes in research themes and technologies) and the Croix Saint Simon hospital complex (extension and structural renovation of the Avron site); in Clermont Ferrand, the new 565-bed, 124,000 sq. metre Estaing hospital, handed over at the end of the year; in Marseilles, the new Ambroise Paré-Paul Desbief Hospital (a €65 million contract for VINCI Construction France); in Toulon, the 740-bed, 147,600 sq. metre Sainte-Musse Hospital; in Annecy, the psychiatry building at the regional hospital centre; in Nancy, the seven-level, 284-bed cardiology unit at the Lorraine teaching hospital; in the Saône et Loire department, the new 544-bed NHC Chalonnais hospital. Orders placed during the year included the construction of the perinatal centre and renovation of the Delafontaine Hospital in Saint Denis and the university cancer clinic in Toulouse. The latter is part of the new Cancéropôle cancer centre built at the site of the former AZF plant.

The clinic will comprise seven buildings with a total floor area of 100,000 sq. metres and will accommodate 312 patients and 1,200 health care workers (the value of the contract is €75 million).

In the education and research sector, VINCI Construction France completed the renovation of the 88-metre central building at the Jussieu campus and the construction of the 12,400 sq. metre Gennevilliers IUT and the 11,000 sq. metre Vine and Wine Scientific Institute in the greater Bordeaux area. The company continued the European Innovative Textile Centre project, with buildings totalling 12,500 sq. metres devoted to research, in Roubaix and began work on the new 600-pupil middle school in Boulogne Billancourt. Two major PPP contracts were won in the university sector: one for the construction of four new buildings with a total area of 44,600 sq. metres as part of the University of Paris-VII at the Paris Rive Gauche site (€108 million for the design-build portion of the contract); the other for the construction of the new ENSTA (National School for Advanced Technologies) campus at the Polytechnique site in Palaiseau, for which the construction contract (covering a teaching and research building, 432 housing units and a gymnasium) has a value of nearly €100 million. VINCI Construction France also handed over the first phase of the INSEP (national sports and physical education institute) renovation project in Vincennes under a 30-year PPP.

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01 CANCER CLINIC, TOULOUSE. The key link in the future Cancéropôle cancer centre built at the site of the former AZF plant will have seven buildings and a total floor area of 100,000 sq. metres.

02 PIERRES VIVES, MONTPELLIER. Designed by architect Zaha Hadid, who also designed the CMA-CGM tower in Marseilles, the five-level building will house the Hérault departmental archives.

03 RENTAL CAR CENTRE, NICE COTE D'AZUR AIRPORT. The project, covered by a 32-year PPP, comprises the construction, operation and maintenance of a three-level, 60,000 sq. metre car park with about 2,500 spaces.



02



01 MODEL PROJECT, LONDON. VINCI Construction UK is building the first two phases and in 2009 won an order for a third phase of this major Royal Air Force site refurbishment project.

02 ST HELENS HOSPITAL, MERSEYSIDE. VINCI Construction UK completed the construction of the new university hospital centre as part of the NHS (National Health Service) Trust programme.

03 VINCOM PROJECT, HO CHI MINH CITY. Soletanche Bachy built the special foundations (19,500 sq. metre diaphragm wall, 132 injected barrettes) for the future luxury complex, which will accommodate a six-level underground car park – the deepest underground structure ever built in Vietnam.

04 REMIRE-MONTJOLY HIGH SCHOOL, FRENCH GUIANA. Local VINCI Construction subsidiary Nofrayane is building the new multi-purpose high school, a complex of independent buildings around a central gallery-courtyard.

03



In functional buildings, VINCI Construction France continued work on the Pierre Vives complex that will house the Hérault departmental archives in Montpellier and the new 60,000 sq. metre, 2,500-space rental car centre at Nice Côte d'Azur airport being built under a PPP. Under another PPP and as part of a consortium, VINCI Construction France won the construction and 30-year maintenance contract for the new gendarme station in Caen (works with a value of €50 million); work was being carried out at 89 gendarme stations at the end of 2009 under PPP contracts with a total works value of €21 million.

Lastly, in recreational facilities, VINCI Construction France continued work on the MMArena stadium in Le Mans under a concession contract signed by VINCI in 2008. The company began work on the Cité de l'Océan stadium in Biarritz under a PPP contract and won the contract to build the 25,000-seat Grand Stade du Havre in Le Havre, France's first positive energy stadium.

In Overseas France, public building activity was intense in the health care sector thanks to new contracts. These were the French blood bank in Pointe à Pitre, Guadeloupe, the Saint Laurent and Cayenne hospitals in French Guiana and the Horus Clinic and three nursing homes on Reunion Island.

In the United Kingdom, public-sector orders bolstered building activity against a backdrop of a severe recession. In the hospital sector, VINCI Construction UK completed several projects (St Helens and Knowsley university hospitals, Circle Health clinic in Bath), continued work on the

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Cynon Valley hospital and the North Manchester General hospital and won the €35 million contract for a new care facility at the Aintree university hospital. VINCI Construction UK is also pre-qualified in the national ProCure21+ programme. For the six partners selected, this amounts to a public investment of €679 million per year over a six-year period. A similar programme (Building Schools for the Future – BSF) is under way in the educational sector. Within this programme, VINCI Construction UK continued the construction of schools for the Sheffield municipality and won a new contract of the same type (King David School) in Liverpool. The company is also qualified for the Academies Framework programme in the north of England. Lastly, VINCI Construction UK won the order for a third phase of the MoDEL project (refurbishment of a Royal Air Force site in London), in addition to the two first phases now under way. It also continued its participation in the Prison National Framework Agreement prison renovation programme.

Lastly, the specialised subsidiaries of Soletanche Freyssinet worked on a wide variety of building projects, including the Midview City business centre in Singapore (car park floor and access ramp prestressing) and the six high-rises at Sunrise City in Ho Chi Minh City (diaphragm walls).

CIVIL ENGINEERING





01



EARTHWORKS, TRANSPORT INFRASTRUCTURE

In France, in the motorway sector, VINCI Construction worked for Arcour on the 101 km A19 motorway project, which was opened to traffic in June, and for ASF on the A63 (widening to a 3-lane dual carriageway over a 40 km section) project and the construction of the A89 toward Lyons; on the latter project, which will complete the Bordeaux-Lyons link, VINCI Construction Terrassement is carrying out 8.8 million cu. metres of earthworks and building about 50 standard engineering structures. The company is also taking part in the construction of the future A65 motorway linking Pau and Langon.

In the rail sector, VINCI Construction France continued work on the LGV Rhin-Rhône high speed rail project (37 km works package including earthworks, engineering structures and restoration of communication). The LGV Sud Europe Atlantique project (300 km between Tours and Bordeaux), for which the group has been named preferred concession operator, could constitute a major future growth driver. VINCI Construction France is also carrying out civil engineering works related to several transport infrastructure projects in urban areas. These include, in the greater Paris area, the development of the T3 light rail, preparatory works for the automation of Line 1 of the Paris metro and works to cover over the A6B motorway and the rail lines at Austerlitz station in the new Paris Rive Gauche neighbourhood.



ZANZIBAR AIRPORT EXTENSION

Sogea-Satom, VINCI Construction's African subsidiary, started work on the Zanzibar airport renovation and runway extension in the summer of 2009. The €27 million project is being carried out with World Bank financing. The work, involving up to 500 Sogea-Satom employees, is taking place partly at night so as not to disrupt traffic. The pavement materials include local coral.

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In Belgium, CFE is working in a consortium to build the Diabolo rail link between the E19 motorway and the Zaventem airport terminal.

In the United Kingdom, VINCI Construction Grands Projets continued work on the M1 motorway near Nottingham (widening from three to four lanes in both directions over a 23 km section, displacement of utility networks and modification of 19 bridges). In London, VINCI Construction UK worked on the Docklands Light Railway extension project, an automated overhead light rail system serving the eastern suburbs of London (extension of platforms at 18 stations, construction of two new viaducts, renovation of the South Quay station) and on the King's Cross station renovation. Under a major order won at the end of the year, VINCI Construction UK will be working in a consortium to renovate the Tottenham Court Road underground station – a contract with a value of £283 million.

In Greece, VINCI Construction Grands Projets continued work, as part of a consortium, on the Athens-Tsakona motorway for which VINCI holds the concession. This is the Group's largest motorway project outside France. It involves the construction of 163 km of new sections and renovation and widening of 120 km of existing sections and includes the construction of 19 km of tunnels, more than 400 engineering structures (to be built or re-worked) and some 20 interchanges. VINCI Construction Grands Projets is also taking part in the construction of the Maliakos-Kleidi motorway – another concession in which the Group is a participant. On this project, VINCI

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Construction Grands Projets is part of the consortium building a 24.7 km section that includes three double tunnels and two double viaducts. The contract also provides for upgrade to motorway standards of 205 km of existing sections.

In Poland, Warbud is heavily involved in road infrastructure renovation programmes. The company worked on the S8 (Konotopa/Prymasa Tysiaclecia) and S7 (Elbag/Kalsk) highway projects. Warbud, which is responsible for engineering structures, works on this type of project with Eurovia, which handles earthworks and pavements. At the end of 2009 the two partners won, as part of a consortium, a €115 million contract to build a 20 km section of the S5 expressway between Poznan and Gniezno. Group synergies will support business activity for several years at SMP in Slovakia, thanks to the contract (with a value of about €100 million) to build a portion of the engineering structures on the new R1 motorway, for which a consortium co-led by VINCI has won the concession.

In Africa, Sogea-Satom's main roadworks business activity remained buoyant, especially in Niger (Tera-Dori, Niamey-Baleyra and Niamey-Ouallam highways), Equatorial Guinea (Engong-Evinayong, Bicurga-Djibholo and Nkue-Aznisok highways), Chad (Moundou-Doba-Koumra and Oum Hadjer-Mangalmé highways, streets in N'Djamena), Burundi (RN12, RN14 highways, streets in Bujumbura) and Burkina Faso (East interchange in Ouagadougou).

In the airport sector, Sogea-Satom began the renovation/extension of the runways at the Zanzibar airport (see insert p. 28) and won a similar contract for the Kinshasa airport.

04



01 A63, FRANCE. Dual 3-lane widening project on the Basque coastal motorway, for ASF, between Ondres in the Landes region and Bariatou on the French-Spanish border.

02 TOTTENHAM COURT ROAD, LONDON. Large order won at the end of the year. VINCI Construction UK will be renovating the London underground station as part of a consortium under a £283 million contract.

03 S8 HIGHWAY, POLAND. Warbud is building the engineering structures along the new Konotopa/Prymasa Tysiaclecia expressway near Warsaw.

04 LIGHT RAIL TRANSIT, QATAR. Lusail (LRT) light rail earthworks project north of Doha. Work is proceeding on the construction of 28 km of lines (of which seven underground) and 32 stations (of which seven underground).

01



01 GAUTRAIN PROJECT, SOUTH AFRICA. Soletanche Bachy and Terre Armée (Soletanche Freyssinet) are building special foundations, retaining walls, bridge abutments and viaducts for the Johannesburg/Pretoria/O.R. Tambo Airport high-speed line.

02 LA COTIERE VIADUCT, LYONS. The 1,200 metre long mixed steel/concrete structure will complete the A432 motorway bypass at Lyons.

03 BACALAN-BASTIDE BRIDGE, BORDEAUX. Lift bridge over the Garonne; the 120 metre lift span (2,500 tonnes to be lifted 55 metres in 10 minutes) will enable cruise ships to enter the city.

04 AL FALAH COMMUNITY, ABU DHABI. To prepare the construction of a new complex and consolidate the soil, Menard (Soletanche Freyssinet) used dynamic compaction on the 4,850,000 sq. metre site.

02



In Qatar, QDVC, a joint subsidiary of Qatari Diar and VINCI Construction Grands Projets, won the contract to build the first phase of the Lusail light rail system north of Doha. The initial €95 million phase involves engineering studies and earthworks. Work will then proceed with the construction of four lines with a combined length of 28 km (of which 6.6 underground) and 32 stations (of which seven underground).

In Vietnam, VINCI Construction Grands Projets signed an agreement with the Vietnamese authorities at the end of the year covering turnkey construction of the first line of the Ho Chi Minh City light rail system (12 km, 23 stations); exclusive discussions currently under way could lead in 2010 to the signature of a contract with an estimated value of €200 million, to be carried out by a consortium.

Lastly, in specialised business lines, Soletanche Freyssinet subsidiaries worked, among other things, on the Gautrain worksites in Africa (special foundations, retaining walls, bridge and viaduct abutments for the Johannesburg/Pretoria/O.R. Tambo Airport high-speed line), the Haut Bugey rail line in France (25 km section refurbishment), the Tripoli Third Ring Road in Libya (80,000 sq. metres of retaining walls and abutments) and the hard surface for the Al Falah Community Development in Abu Dhabi (consolidation of 4,850,000 sq. metres, using the dynamic compaction technique).

03



BRIDGES

In France, in addition to the many engineering structures built as part of road and rail infrastructure, VINCI Construction France continued construction of the Terenez Bridge in Brittany, a 525 metre curved cable-stayed structure that links the Finistère region with the Crozon Peninsula; the Compiègne bypass viaduct on the N31 highway in Picardy (a 2,150 metre long structure); and a new bridge over the Loire near Orleans as part of the A71 widening project for Cofiroute. Two new projects were started during the year: the Côtier viaduct, a 1,200 metre mixed steel/concrete bridge that carries a 28 metre wide dual 3-lane carriageway and will complete the eastern A432 motorway bypass at Lyons; and the Bacalan Bridge in Bordeaux (after an 18-month engineering phase), a 45 metre wide, 433 metre long structure with a 117 metre, 3,500 tonne central lift span that will move on four pylons to create a 106 metre wide, 53 metre high opening to allow ship passage.

In Luxembourg, CFE won the construction of the Pulvermühle viaduct for the Luxembourg Railways.

On Reunion Island, following completion of the Grande Ravine viaduct on the Route des Tamarins, VINCI Construction won the contract to build a road bridge on the RN1 highway. The 695 metre structure will cross the Saint Etienne River and the contract has a value of €67.4 million.





DUBAI URBAN VIADUCT

After a mere 32 months of works, Freyssinet (Soletanche Freyssinet) completed the construction of a 62 km viaduct for the Dubai metro, the world's longest automated metro system, in 2009. The project required prefabrication and installation of 16,500 prestressed arch segments, installed at a rate of 45 segments per day at the height of activity. The completion of the project coincided with the start of a similar project: the construction of a 2.2 km viaduct for the future Dubai light rail.

01



In the Middle East, VINCI Construction Grands Projets finalised the engineering studies for the Qatar-Bahrein causeway in the run-up to the decision to launch the works, expected in 2010. The 40 km motorway and railway link will comprise a series of artificial dikes (totalling 18 km in length) over the shallower sections and 22 km of viaducts and bridges (including two bowstring bridges with a span of 250 metres each) over the deeper sections.

In Trinidad and Tobago, VINCI Construction Grands Projets handed over a new motorway interchange. It was built, without interrupting traffic, above the country's busiest intersection. The group also won a contract to build a new \$273 million bridge over the Churchill Roosevelt motorway.

Freyssinet applied its specialised prestressing, cable-stay and construction expertise to build a large number of structures. Bridges included the Terenez in France, Wroclaw in Poland, Penang in Malaysia, Phu My in Vietnam, Geoga in Korea, Chambal in India, Golden Ears in Canada, Villa Maria in Argentina and Tuxtepec II over the Papaloapan River in Mexico. In Dubai, Freyssinet completed the 62 km urban viaduct for the new automated metro (see insert) and started construction of a 2.2 km viaduct for the Al Safouh light rail project.

02



01 GOLDEN EARS BRIDGE, CANADA. For the structure, which is part of the Vancouver bypass, Freyssinet supplied and installed the prestressing of the access viaducts and the joint beams of the deck pylons as well as 160 stay cables.

02 CAIRO METRO.

VINCI Construction Grands Projets, builder of the Cairo metro, was awarded the second phase of Line 3 in 2009 and continued work on the first phase.

03 A86 DUPLEX, PARIS REGION.

VINCI Construction Grands Projets, lead company of the Socatop consortium, handed over to Cofiroute the first section (4.5 km) of the road tunnel, which was opened to traffic in the summer of 2009, and continued work on the second section.

04 LIEFKENSHOEK, ANTWERP.

CFE and VINCI Construction Grands Projets started work on a 16 km rail link under the port of Antwerp and the Escaut River.

03



UNDERGROUND WORKS

In France, activity remained buoyant at VINCI Construction France. Notable projects included, in Paris, the extension of Line 12 of the metro between Porte de la Chapelle and Mairie d'Aubervilliers (3,640 metre tunnel, one station and five access and emergency shafts); in Lyons, structural refurbishment of the Croix Rousse tunnel (construction of a new 1,730 metre tunnel and renovation of the existing tunnel, a project carried out in synergy with VINCI Energies); in Marseilles, construction of the 1,400 metre cut-and-cover Prado Sud tunnel and the 1,973 metre extension of Line 1 of the metro; on the A89 motorway, construction of the 3,900 metre dual-tube Violay tunnel for ASF; on the LGV Rhin-Rhône high-speed rail line, construction of the 1,750-metre Chavanne tunnel.

VINCI Construction Grands Projets, lead company in the Socatop consortium, handed over the 4.5 km first section of the A86 Duplex in the greater Paris area to Cofiroute and is continuing work on the second section, which is to be opened to traffic in 2011. VINCI Construction Grands Projets also worked with Soletanche Freyssinet on the Flamanville EPR site, boring an 865 metre sea outfall tunnel to discharge cooling water from the future reactor. Group synergies also contributed to the repair of the Channel Tunnel following the September 2008 fire: Soletanche Freyssinet, Eurovia and VINCI Energies completed the refurbishing of the tunnel in less than 100 days, using the dry shotcrete method to rebuild the vault.

04



In the Benelux, CFE and VINCI Construction Grands Projets started work on the two projects recently awarded to VINCI as concessions. The first is a 16.2 km rail link under the port of Antwerp and the Escaut River (the Liefkenshoek project). The other is a 715 metre road tunnel in Amsterdam that will link the city centre and the northern part of the urban area (Coentunnel). The contract for the latter includes the renovation of an existing tunnel and widening of the access roads over 10 km. CFE also bored the two parallel tunnels (2 x 1 km) as part of the Diabolo project that will provide improved access to Brussels National Airport.

In international markets, VINCI Construction Grands Projets continued the construction of the Brightwater tunnels in Seattle in the United States, the Hallandsås rail tunnels (totalling 11.2 km) in Sweden, the Algiers metro (construction of 10 stations and a 16,000 sq. metre technical building) and Line 3 of the Cairo metro.

Working on the world underground works market, Soletanche Freyssinet took part in the Tyne Tunnel project in Newcastle, United Kingdom (river crossing with cut-and-cover structures on the banks and submerged caissons under the river), the Haut Bugey rail line in France (refurbishment of a 25 km section, including upgrade of a 1.7 km tunnel), the Singapore metro (Downtown 1 Line) and the Hong Kong metro (new order for a 750 metre dual tube).

01



PORT AND RIVER WORKS

In France, VINCI Construction France completed the construction of the 2XL terminal in Fos sur Mer, which will triple the giant container ship capacity of the port of Marseilles. The company also carried out many medium-sized projects, such as the Janville locks in the Val d'Oise region, the Oise upgrade and the construction of roll-on-roll-off post No. 4 in the port of Nantes Saint Nazaire. Soletanche Freyssinet continued work on the major Port 2000 project in Le Havre. After building the four phase 1 berths, the company is building 130,000 cu. metres of diaphragm wall and 200,000 sq. metres of cut-off walls. The company also worked on the port of N'gqur in South Africa and the Cuenca del Plata terminal in Montevideo, Uruguay. Together with Sogea-Satom and VINCI Construction France, it won the contract to extend the port of Cotonou (construction of a 600 metre diaphragm wall quay and 300 metre extension of the existing breakwater).

DEME worked on a large number of dredging and marine and river works projects all over the world. These notably included the widening of the Panama Canal (9 million cu. metres dredged) and the extension of the Ruwais oil and gas infrastructure in Abu Dhabi (40 million cu metres). In Belgium, DEME won a new four-year contract to treat materials dredged from inland waterways in the Walloon region. Business was brisk in offshore works, with several new infrastructure contracts for wind farms and for underwater pipeline coatings.

02



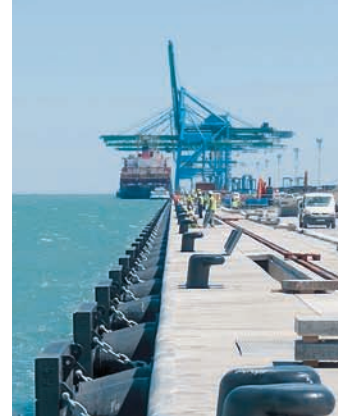
INDUSTRIAL AND ENERGY INFRASTRUCTURE

Industrial civil engineering. Sogea-Satom completed the Ait Baha cement works project in Morocco and started the construction of two similar sites in the eastern-central part of the country. In French Guiana, VINCI Construction handed over the new launch site for Russia's Soyuz launcher (see insert p. 35). The group is also building the control tower and the technical building at the new airport in Tripoli, Libya.

Nuclear civil engineering. The engineering and works preparatory phase continued on the Chernobyl arch project, an 18,000 tonne containment structure that will be 105 metres high and 150 metres long, to be built by a consortium including VINCI Construction Grands Projets. The company was also awarded several technical expertise missions for the construction of nuclear power stations in Finland and China.

Freyssinet is prestressing 16 reactor buildings across the world. Nuvia (Soletanche Freyssinet) is taking part in the construction of the Jules Horowitz European research reactor in Cadarache, France (design and installation of anti-seismic bearings and prestressing) and the Marcoule and Creys-Malville decommissioning operations. In the United Kingdom, Nuvia was again selected to take part in a further phase of the Sellafield silo project (treatment, encapsulation and storage of nuclear intermediate level waste) and won a new contract for the Dounray site. Lastly, VINCI Construction France and Soletanche

03



01 PIPELINE, COLOMBIA. ENTREPOSE Contracting handed over to ODL a 235 km pipeline between Rubiales and Monterrey.

02 LNG TANKS, NETHERLANDS. Construction of three 180,000 cu. metre tanks for the new re-gasification terminal in the port of Rotterdam.

03 FOS 2XL TERMINAL, MARSEILLES. VINCI Construction France completed the construction of the terminal, which will triple the large container ship capacity of the port of Marseilles.

04 CREYS-MALVILLE, FRANCE. Nuvia (Soletanche Freyssinet) is taking part in the decommissioning of the Superphénix nuclear site in south-eastern France.



Freyssinet are building the new Georges Besse II plant at the Areva site in Tricastin.

LNG/LPG storage tanks. ENTREPOSE Contracting, VINCI Construction Grands Projets and CFE continued the construction of three tanks for the new re-gasification terminal in the port of Rotterdam. Three other tanks are being built in Skikda, Algeria. Freyssinet is also installing prestressing in a number of projects of this type.

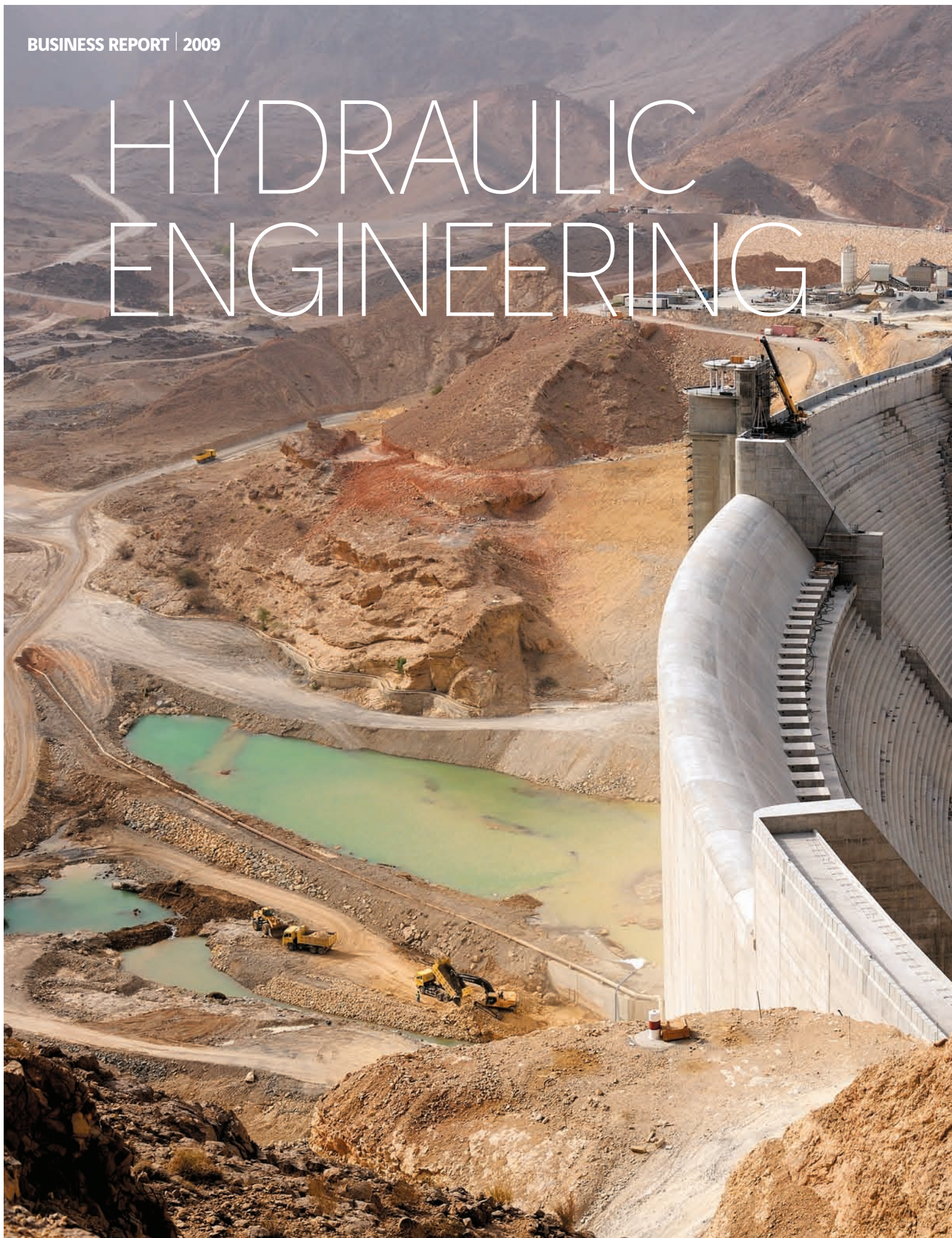
Oil and gas infrastructure. Business was very brisk for ENTREPOSE Contracting as a result, in particular, of major pipeline construction projects. Examples are the project under way in South Africa (700 km between Durban and Johannesburg) and the new contract awarded by Exxon Mobil for the construction of a 450 km liquefied natural gas pipeline in Papua New Guinea. At the end of the year, ENTREPOSE Contracting was also in exclusive negotiations with the KMG Group concerning construction of a 761 km oil pipeline in Kazakhstan, which would link Eskene, north of the Caspian Sea, with the port of Kuryk in the western part of the country.



FRENCH GUIANA SOYUZ LAUNCH PAD

VINCI Construction has taken part, over a period of nearly 40 years, in the construction of all the launch pads at the Guiana Space Centre. Following the Ariane launch sites, the group has now completed the launch site for the Russian Soyuz launcher. In addition to the launch pad, the project included construction of the preparation zone, the launch centre and a launcher assembly building. A total floor area of 20,000 sq. metres and 80,000 sq. metres of roads were built on the 120 hectare site.

HYDRAULIC ENGINEERING





Hydraulic engineering

01



DAMS

In a major project in the current period, VINCI Construction Grands Projets and its regional partner CCC completed the construction of the Wadi Dayqah dam in the Sultanate of Oman, which will create a freshwater reservoir with a capacity of more than 100 million cu. metres to supply the capital city of Muscat and contribute to the development of local agriculture. The structure consists of a main concrete dam with a length of 400 metres and a height of 74 metres at the crest and a secondary embankment dam with a length of 360 metres and a height of 48 metres. Up to 1,200 people worked on the project, which required 650,000 cu. metres of concrete. The concrete was made from local aggregates.

In the United States, Soletanche Bachy (Soletanche Freyssinet) began the Wolf Creek dam rehabilitation project in Kentucky, the ninth largest reservoir in the United States. The contract, to be carried out by a consortium, has a value of \$340 million. After setting up a watertight cut-off through and under the dam, Soletanche Bachy is building a 1,200 metre long wall to a depth of up to 80 metres in very hard rock.

In France, VINCI Construction France took part in the upgrade of a number of dams: Torcy near Le Creusot, Coudray Montceaux in the Essonne and Auxonne on the Saône, where the company installed a new automatic water flow control system.

02



Lastly, in the specialised fusegate business line, Hydroplus (VINCI Construction Grands Projets) worked inter alia on the Dafnozouara dam in Greece (nine fusegates), the Goéland dam in Saint Pierre and Miquelon (eight fusegates) and the major Urrea dam project in Colombia (22 fusegates with a height of 7 metres and a width of 2 metres, making it possible to store an additional 150 million cu. metres of water). During the year, a new contract was also signed with Greece to optimise the spillway at the Kastraki hydroelectric dam.

WATER NETWORKS, DRINKING WATER SYSTEMS

In France, hydraulic engineering work is divided up among a large number of medium-sized contracts awarded by local authorities. In addition, there are larger projects such as the rehabilitation and cleaning of the Sèvres – Achères – Rueil Malmaison collector main in the Paris region and the construction of the VL9 collector main, for which a second works package was awarded at the end of the year to a consortium bringing together VINCI Construction France and Soletanche Freyssinet (3,185 metre tunnel with an inside diameter of 3 metres at a depth of 23 metres). VINCI Construction France also worked on the development of light rail lines such as the one in the east of Paris. Additionally it worked on specialised civil engineering projects such as the construction of buildings for steam generators at EDF's Blayais, Civeaux and Golfech power stations.

03



01 PORT LEUCATE WWTP, FRANCE. Construction of a wastewater treatment plant with a capacity of up to 70,000 population equivalent, using membrane filtration technology.

02 CANTON LAKE, UNITED STATES. Nicholson (Soletanche Freyssinet) is taking part in the development of the Canton Lake dam in Oklahoma.

03 PIPELINES, FRANCE. Work on the high-temperature heating networks for the Cité Internationale des Congrès congress centre in Nantes.

04 BLAYAIS POWER STATION, FRANCE. Construction for EDF of a steam generator building at the site of the Blayais power station in the Gironde region.



In Africa, Sogea-Satom began work on drinking water supply and treatment systems as well as sewers in Mbeya on the Zambian border and was awarded drinking water supply system works in Cankuzo, Gitega, Rutana and Ruyigi.

Also noteworthy was the development by Nymphaea Environnement (ENTREPOSE Contracting) of the niche market for detection of freshwater sources in marine environments. In 2009, assignments of this type were carried out in Libya, Qatar and Morocco.

WASTEWATER TREATMENT PLANTS, SEWER NETWORKS AND SYSTEMS

In France, VINCI Construction France built or renovated wastewater treatment plants (WWTPs) in Noisy le Grand, Corbeil Essonnes, Villard de Lans, Pornic, Ajaccio, Montech, Port Leucate, Grenade sur Garonne, Labarte sur Lèze, Pinel-Hauterive and Le Barp.



OMAN WADI DAYQAH DAM

Completed in 2009, the dam project with a capacity of over 100 million cu. metres, built by VINCI Construction Grands Projets and its regional partner CCC, had to contend with the remoteness of the site in Quriyat. The main structure was made of roller compacted concrete, a technique that does not require metal reinforcement. Four concrete plants produced up to 80,000 cu. metres per month, with all materials taken from local resources. The worksite base could accommodate 1,000 people.



02



In Overseas France, VINCI Construction companies built the Baillif wastewater treatment plant in Guadeloupe. On Reunion Island, they also extended and upgraded the Port Possession WWTP (raising its pop. eq. capacity from 33,000 to 87,000) and the Etang Salé WWTP. At the latter site, the use of membrane technology makes it possible to reuse part of the treated wastewater for irrigation.

In Belgium, CFE is building the new Hain Valley treatment plant and completing the Liège Sclessin plant in the Walloon region.

In the United Kingdom, VINCI Construction Grands Projets and Bachy Soletanche (Soletanche Freyssinet) won a major contract in a consortium (total value: €476 million) from the longstanding London water operator to build a 7 km tunnel to channel rainwater runoff and wastewater. The tunnel, at a depth of 55 to 75 metres, will halve the volume – currently 32 million cu. metres – of wastewater annually discharged to the Thames by capturing the water at source. The contract also includes the construction of four very large shafts and the supply and installation of equipment and PLCs needed to manage the effluents and pump them over a height of more than 80 metres.

In Poland, Warbud continued, as part of a consortium, the work to extend the Czajka treatment plant north of Warsaw, which will be the country's largest when completed (with its capacity raised from 240,000 to 435,000 cu. metres per day, i.e. 2.1 million population equivalent). In addition to civil engineering and pipeline construction, Warbud is building a sludge incineration plant at the site.

03



01 PUMPING STATION, QATAR.

With a capacity of 900,000 cu. metres per day, the station will channel wastewater from the city of Doha to a treatment plant under construction.

02 CZAJKA WWTP, WARSAW.

Warbud is taking part in the work to extend Poland's largest treatment plant, raising its capacity from 240,000 to 435,000 cu. metres per day.

03 SEA OUTFALL, MOROCCO.

Soletanche Freyssinet and ENTREPOSE Contracting handed over the Rabat sea outfall, consisting of a 2 metre diameter, 850 metre long submerged tunnel bored by microtunnelling machine and a 1,350 metre long pipeline.

In Qatar, ENTREPOSE Contracting, VINCI Construction Grands Projets and QDVC (a joint subsidiary with Qatari Diar) signed a €358 million contract with the authorities in Doha to build a pumping station with a capacity of 900,000 cu. metres per day and to lay 45 km of pipelines. The facilities will channel wastewater from the city to a wastewater treatment plant under construction.

In North Africa, Soletanche Bachy completed the first section of the new 2,500 metre long, 4 metre diameter Oued M'Kacel collector main bored at an average depth of 50 metres using a tunnelling machine developed by subsidiary CSM Bessac.

Working in a consortium with ENTREPOSE Contracting subsidiary GEOCEAN, which specialises in marine works, Soletanche Bachy also completed the Rabat-Témara sea outfall in Morocco. The structure, made up of a 2 metre diameter, 850 metre long submerged tunnel bored by micro-tunnelling machine and a 1,350 metre long pipeline, will discharge 200,000 cu. metres of treated wastewater per day.

In Colombia, Soletanche Freyssinet is building a collector main (ITB project) in Bogota under a €30 million contract.

SERVICES





01



MAINTENANCE

VINCI Construction UK maintains public facilities under PPP contracts. Contracts of this type (PFI - Private Finance Initiative) currently exist for the Swindon and Medway police stations in Kent, for schools in Derby, Newport and Doncaster, for a hospital in Bromley and a nursing home in South Bucks. The specialised subsidiaries of VINCI Construction UK also provide a wide variety of multi-technical maintenance services for public and private sector clients.

In Germany, SKE, which specialises in building maintenance and related works, won one new contract in each of its two market segments in 2009. The first, a €86 million, 5-year contract with the U.S. government, covers 54 schools run by the Department of Defense in Germany and Belgium. The second, an €81 million contract, covers four schools in the city of Nuremberg. SKE will be renovating 8,700 sq. metres of existing buildings and building an additional 25,000 sq. metres. It will also ensure maintenance of the four schools for a period of 25 years.

In France, the companies of the Manei network specialising in multi-technical and multi-service maintenance generated revenue of €110 million in 2009. New contracts signed during the year include the Cento-

rial building in Paris (the former headquarters of the Crédit Lyonnais bank), the sports facility and swimming pool in Puteaux, the Europlaza tower in La Défense, the 110,000 sq. metre Collines de Saint Cloud service sector complex, 260 branch offices of the BNP-Paribas bank in Paris, security at the Coeur Défense (Europe's leading service-sector property) and 210 new lift cabins in the greater Paris area. Manei also works under PPP contracts covering 40 military barracks in Brest and seven gendarmerie stations in the Maine et Loire region.

In Belgium and Luxembourg, Sogesmaint-CBRE (CFE), a market leader, provides office building administrative and facilities management services (about 2 million sq. metres under management).

PROPERTY STRUCTURING AND DEVELOPMENT

Upstream of works activities, VINCI Construction structures property projects for investors and private-sector users. VINCI Construction France carries out major operations, such as the 62,000 sq. metre office complex in the greater Paris region for pharmaceutical group Sanofi-Aventis and 500 residential units in the Massy Atlantis development zone, as well as medium-sized projects that help drive its construction activity.

02



01 SCHOOLS, GERMANY. SKE won a new contract to renovate four schools in the city of Nuremberg and maintain them for 25 years.

02 LIFT MAINTENANCE, FRANCE. New contracts signed by Manei Lift in 2009 covered 210 lift cabins in the greater Paris area.

03 IN HOLLINGDEAN, in greater Brighton, VINCI Construction UK designed and built a combined materials recovery and waste transfer unit that can handle up to 160,000 tonnes of waste per year.

04 HOSPITAL, UNITED KINGDOM. Bromley Hospital is one of the public facilities for which VINCI Construction UK provides maintenance under PFI (Private Finance Initiative) contracts.

03



In Belgium and Luxembourg, CFE operates in the office building, residential and shopping centre property development market through its subsidiaries BPI, CFE Immo and CLI. The main projects under way in 2009 were, in the residential sector, the La Réserve development in Knokke le Zoute and phase 2 of the Barbarahof in Leuven; and in the office building property market, the Climolux operation in Luxembourg.

ENVIRONMENT

VINCI Construction France operates wastewater treatment plants, drinking water production plants and waste-to-energy and organic waste recycling facilities. These environmental services are part of its global offering and include site construction, engineering and treatment processes.



Main VINCI Construction companies

| SUBSIDIARIES | FRANCE | EUROPE | AFRICA | AMERICAS | ASIA | AUSTRALIA |
|---------------------------------|--------|--------|--------|----------|------|-----------|
| A Arbonis | ■ | | | | | |
| B Bateg | ■ | | | | | |
| Botte Fondations | ■ | | | | | |
| C Campenon Bernard Construction | ■ | | | | | |
| Challenger SOS | ■ | ■ | ■ | ■ | ■ | |
| Chantiers Modernes | ■ | | | | | |
| CMP Dunkerque | ■ | ■ | ■ | ■ | ■ | |
| Conren | | ■ | | | | |
| D Dodin Campenon Bernard | ■ | | | | | |
| Dodin Guadeloupe | ■ | | | | | |
| Dumez | ■ | | | | | |
| Dumez-GTM Calédonie | ■ | | | | | |
| E EIS | | ■ | | | | |
| EMCC | ■ | | | | | |
| ENGEMA | | ■ | | | | |
| ENTREPOSE Contracting | ■ | ■ | ■ | ■ | ■ | |
| F Freyssinet | ■ | ■ | ■ | ■ | ■ | ■ |
| G GEOCEAN | ■ | ■ | ■ | ■ | ■ | |
| Getelec | ■ | | | | | |
| Groupe CFE | | ■ | ■ | ■ | ■ | ■ |
| Groupe DEME | ■ | ■ | ■ | ■ | ■ | ■ |
| GTM Bâtiment | ■ | | | | | |
| GTM Guadeloupe | ■ | | | | | |
| J John Jones (Excavation) | | ■ | | | | |
| L Lainé Delau | ■ | | | | | |
| Les Travaux du Midi | ■ | | | | | |

| SUBSIDIARIES | | FRANCE | EUROPE | AFRICA | AMERICAS | ASIA | AUSTRALIA |
|--------------|-----------------------------------|--------|--------|--------|----------|------|-----------|
| M | Menard | ■ | ■ | ■ | ■ | ■ | ■ |
| N | Nofrayane | ■ | | | | | |
| | Nuvia | ■ | ■ | ■ | | ■ | |
| P | Petit | ■ | | | | | |
| | Prumstav-FCC | | ■ | | | | |
| Q | QDVC (Qatar) | | | | | ■ | |
| S | SBTPC | ■ | | | | | |
| | Sicra | ■ | | | | | |
| | SIMP | ■ | | | | | |
| | SMP CZ | | ■ | | | | |
| | Sogea | ■ | | | | | |
| | Sogea (Antilles) | ■ | | | | | |
| | Sogea-Satom | | | ■ | | | |
| | Soletanche Bachy | ■ | ■ | ■ | ■ | ■ | ■ |
| | Soletanche Freyssinet | ■ | ■ | ■ | ■ | ■ | ■ |
| | SPIECAPAG | ■ | ■ | ■ | ■ | ■ | |
| T | Taylor Woodrow | | ■ | | | | |
| | Terre Armée | ■ | ■ | ■ | ■ | ■ | ■ |
| V | VINCI Construction Terrassement | ■ | | | | | |
| | VINCI Construction France | ■ | | | | | |
| | VINCI Construction Grands Projets | ■ | ■ | ■ | ■ | ■ | |
| | VINCI Construction UK | | ■ | | | | |
| | VINCI Environnement | ■ | ■ | | | | |
| | VINCI Networks | ■ | | | | | |
| W | Warbud | | ■ | | | | |

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