



ANNUAL
REPORT
2013



SEA HSL Dordogne viaduct

The civil engineering works on the Dordogne viaduct, which got under way in July 2012, are scheduled for completion in March 2015. The iconic structure with a length of more than 1,300 metres is part of the high-speed line that will connect Paris and Bordeaux in just two hours and five minutes starting in 2017.

Interview with the Chairman	02
Management team	04
Profile	06
2013 key figures	08

A GROUP ON THE MOVE 10

Markets & activity	12
Synergies & strategy	20
Sustainable development	22

PROJECTS AND WORKSITES 32

Building	34
Civil engineering	50
Specialist activities	66

Main VINCI Construction companies	76
-----------------------------------	----

“Our ambition, around the world, is to offer our clients the solutions that make a difference and to offer our employees interesting careers.”



What is your assessment of 2013?

What strikes me, looking back over the past year, is the strength of our group. Overall, our revenue increased by nearly 10% at constant scope and our income from operations held steady. We performed well across the board. Volume was up in France and stable in the other European markets. We did well in Africa and in our specialist activities, and there was a surge in major projects.

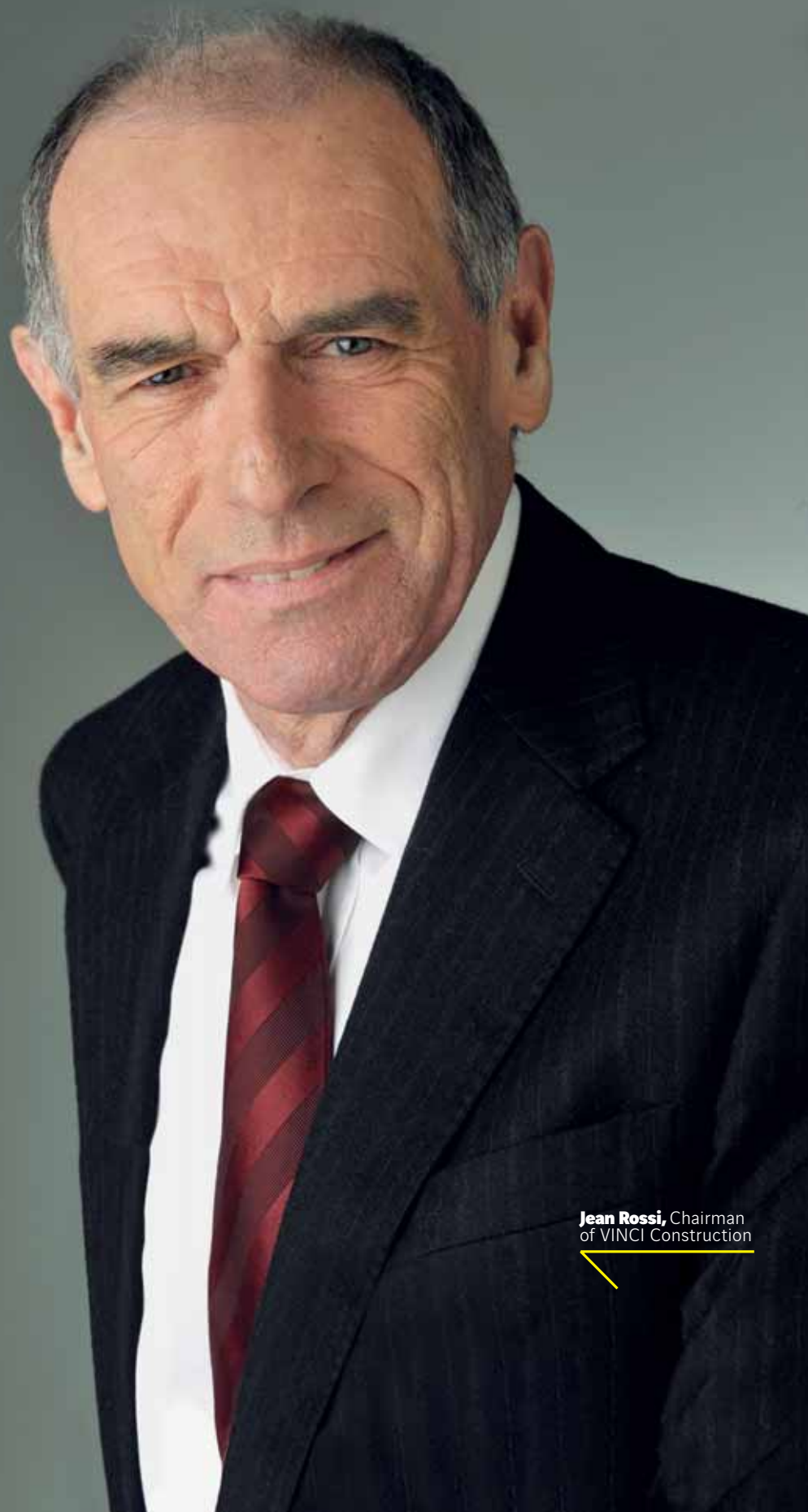
I also think that by working together, we have taken the group to a new level that cannot be summed up in terms of economic performance alone. We have never had as many large-scale projects under construction simultaneously across as many countries as last year. There were the SEA HSL and the Louis Vuitton Foundation projects in France, the London and Hong Kong metro tunnels, the Cotonou and Lomé port extensions in Africa, the Berjaya Towers in Malaysia, the new Atlantic Bridge in Panama - and those are just a few examples among many.

Meanwhile, we also carried out more than 25,000 projects of all sizes in some one hundred countries, making the most of our proximity to our clients in each of our markets.

How is 2014 shaping up?

Our order book increased like-with-like while the SEA HSL project generated revenue of €1.3 billion in 2013.

Order intake held steady in our French and European markets. It increased outside the European Union and we signed major contracts for projects such as the Yamal LNG tank in Russia, the Wouri Bridge in Cameroon, the Doha metro in Qatar and the Ohio East End Crossing in the United States. I think we can move into 2014 with some confidence.



Jean Rossi, Chairman
of VINCI Construction

What are the longer-term trends at VINCI Construction?

2013 once again vindicated our business model based on three components - our networks of local subsidiaries, our specialist activities and our complex major projects teams. We will continue to apply this model as we consolidate our expansion.

Our teams are increasingly working together across greater distances at a higher and higher level. We will continue to pursue this endeavour, while stepping up our international expansion, investing in new high-growth geographical areas and at the same time consolidating our European base.

To succeed with this strategy we must remain true to our values - the values that underpin VINCI Construction's corporate culture.

Our ambition, around the world, is to offer our clients the solutions that make a difference and to offer our employees interesting careers.

MANAGEMENT TEAM

Photo 01
left to right:

Jérôme Stubler
Chief Executive Officer,
Soletanche Freyssinet

Alain Bonnot
Chairman, VINCI
Construction Grands Projets

Joseph Attias
Engineering Director,
VINCI Construction

Jean Rossi
Chairman,
VINCI Construction

Gérard Bienfait
Chairman,
VINCI Construction France

Bruno Dupety
Chief Operating Officer,
VINCI Construction
and Chairman,
Soletanche Freyssinet

Philippe Chavent
Chairman, Africa
and Dom-Tom divisions

Photo 02
left to right:

François Ravery
Chief Administrative
and Financial Officer,
VINCI Construction

Samir Hatim
Information Director,
VINCI Construction

Photo 03
left to right:

Manuel Saez-Prieto
Director of
Communications,
VINCI Construction

Jean-Philippe Bréot
Director of Health
and Safety,
VINCI Construction

Hervé Meller
Director of
Human Resources,
VINCI Construction

Photo 04
left to right:

Bernard Lenfant
Chairman,
VINCI Construction
Dom-Tom

Benoît Lecinq
Chairman,
Entrepose Contracting*

André Hubard
Director, Central Europe
subsidiaries

Andrew Ridley-Barker
Chief Executive, VINCI PLC
(VINCI Construction UK)

* from 1 April 2014



01



03



02



04

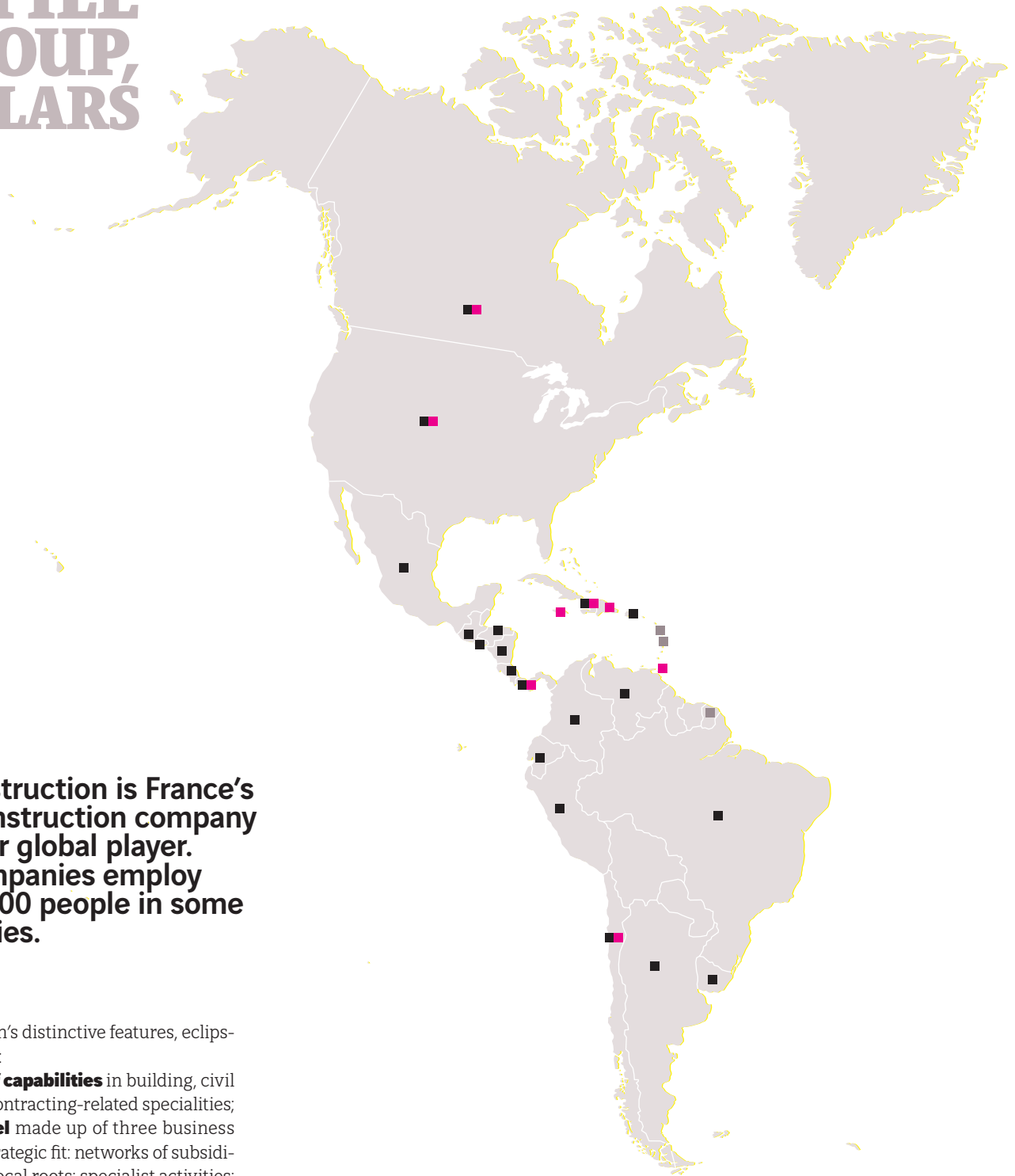
PROFILE 1 GROUP, 3 PILLARS

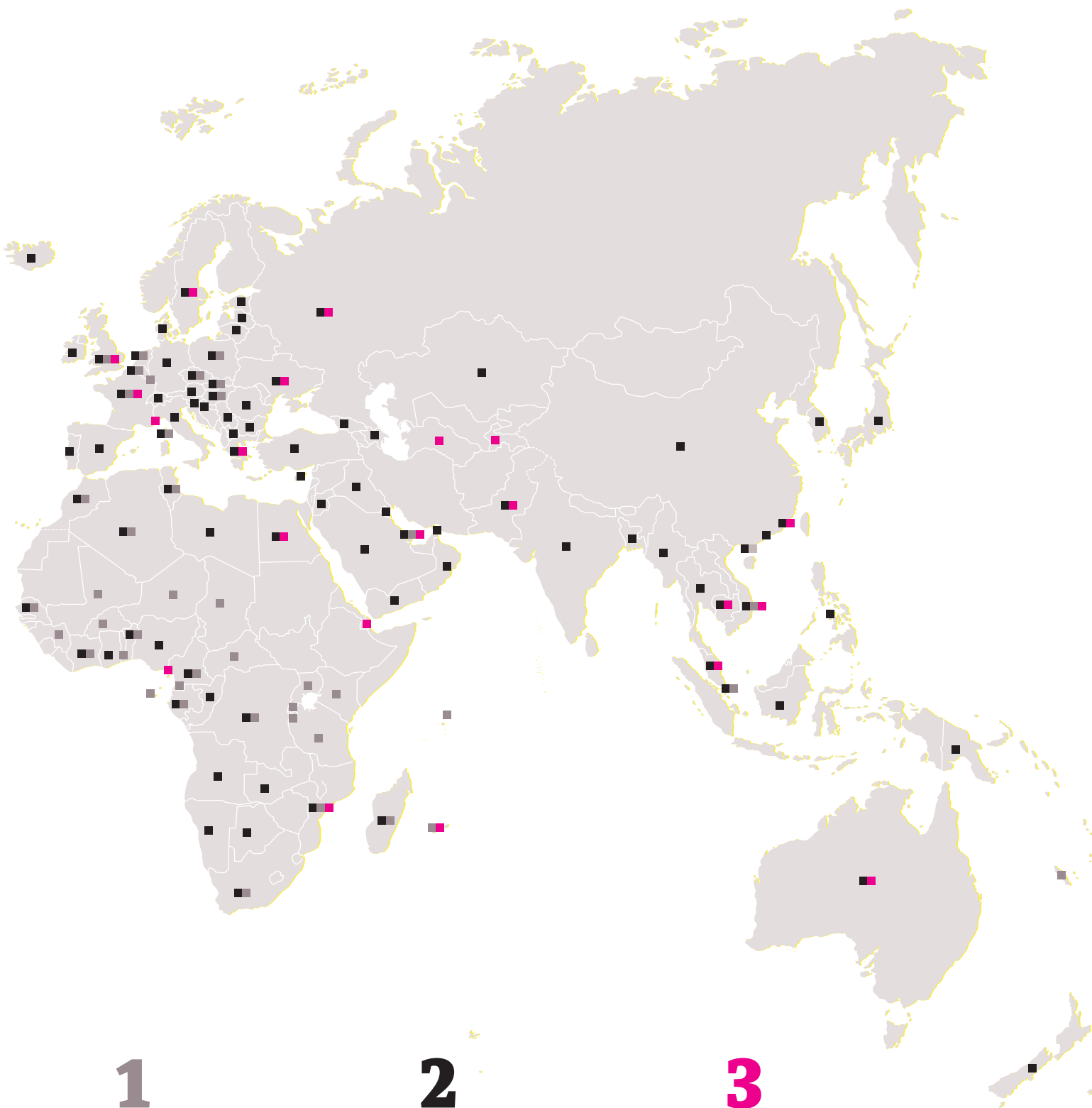
VINCI Construction is France's leading construction company and a major global player. Its 830 companies employ nearly 69,000 people in some 100 countries.

VINCI Construction's distinctive features, eclipsing its size, are its:

- **diverse array of capabilities** in building, civil engineering and contracting-related specialities;
- **business model** made up of three business areas forming a strategic fit: networks of subsidiaries with strong local roots; specialist activities; and a division dedicated to the management, design and execution of complex projects;
- **management model** combining decentralisation, networking, local manager empowerment and responsibility, focus on people and responsive organisation.

As a business line of VINCI, VINCI Construction exemplifies the group's entrepreneurial culture.





1

Networks of local subsidiaries

- VINCI Construction France
- VINCI Construction Dom-Tom
- VINCI Construction UK
- Central Europe subsidiaries
- Sogea-Satom, Africa

2

Specialist activities

- Soletanche Freyssinet**
Deep foundations and ground technologies, structures, nuclear
- Entrepose Contracting**
Oil and gas infrastructure

3

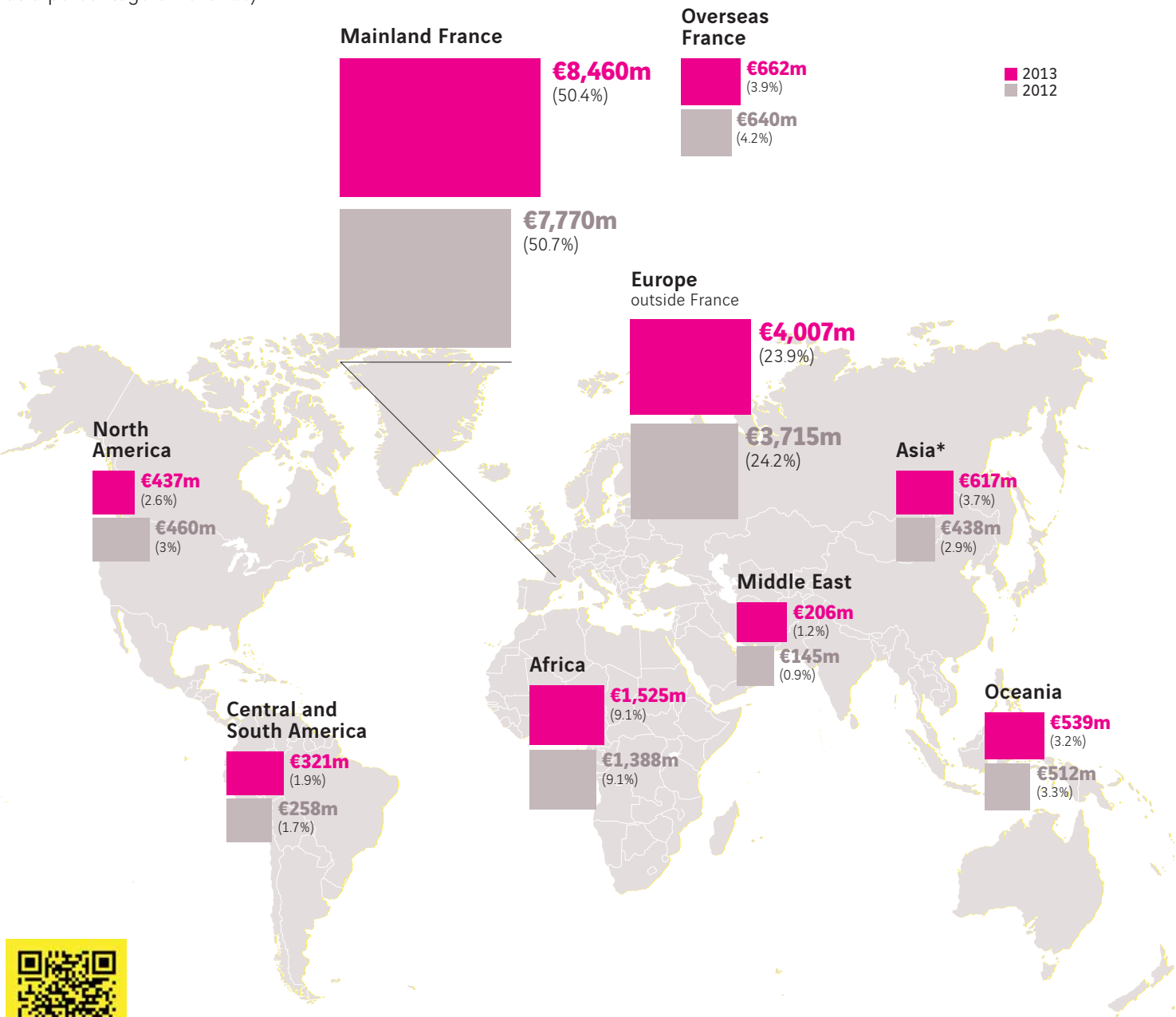
Management and execution of complex projects

- VINCI Construction Grands Projets
- VINCI Construction Terrassement
- Dodin Campeon Bernard

KEY FIGURES 2013

REVENUE BY GEOGRAPHICAL AREA

(in € millions and
as a percentage of revenue)



* In 2014 Russia is included in the Asia geographical area rather than the Europe outside France area.



€16,775

million

revenue in 2013, up 9.4% in one year



Revenue by business sector (as a %)

- Building 40%
- Civil engineering 25%
- Specialist activities 32%
- Hydraulic engineering 3%

68,881

employees

of which 52,274 under permanent contract (in France: unlimited term contract)

€524

million net income attributable to owners of the parent (up 24.5% from 2012)

22,977

hires

under all types of contract, of which 8,963 long term

€680

million operating income from ordinary activities, i.e. 4.7% of revenue (up 7.9% from 2012)

830

companies consolidated

in some 100 countries across five continents*

62%

of revenue covered by ISO 14001 certification

over 25,000

worksites

under way in 2013

972,636

hours of training provided in 2013, including 373,437 hours of health and safety training

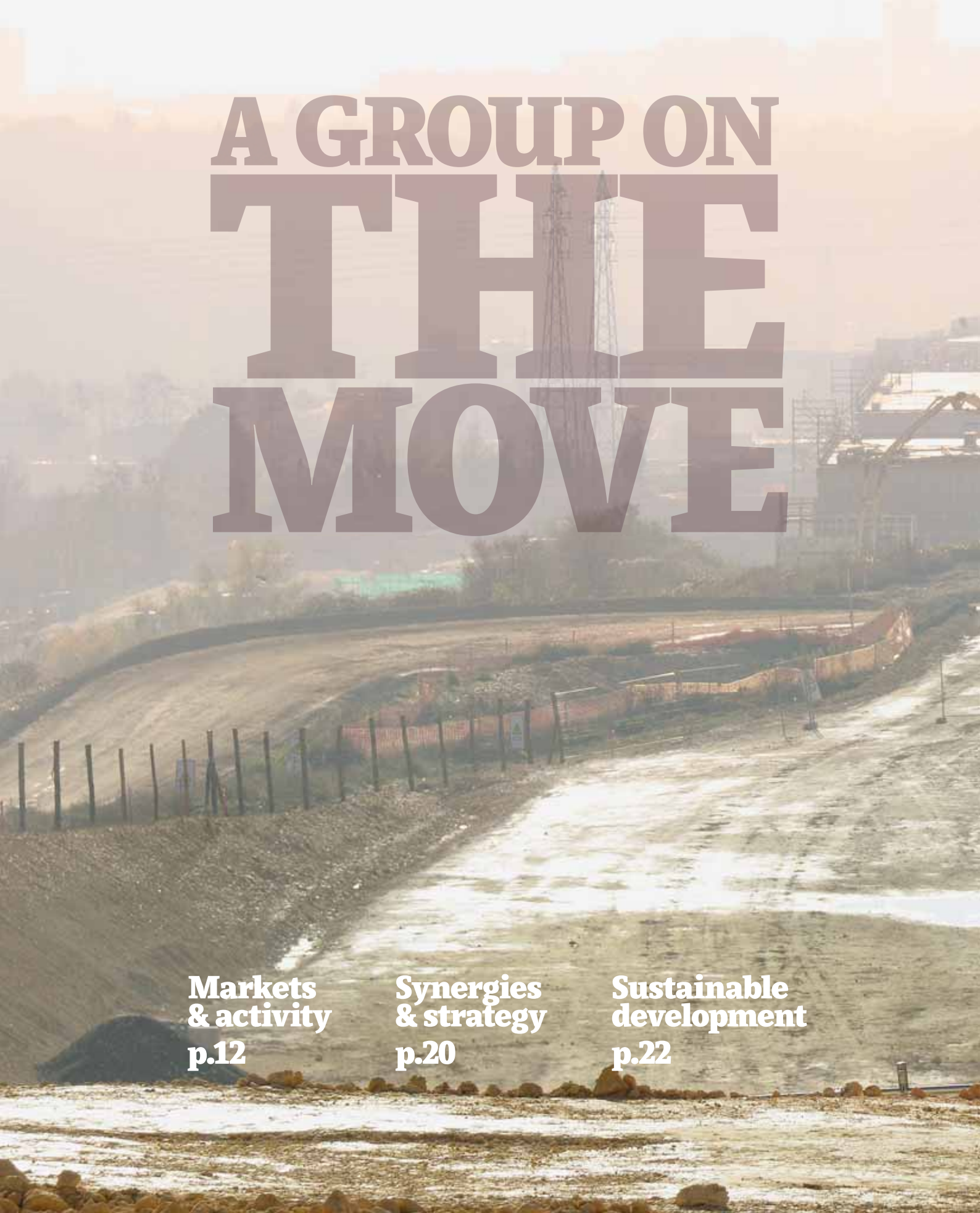
7.78

workplace accident frequency rate for VINCI Construction employees and temporary workers, down 25% from 2012

54

Fondation VINCI pour la Cité projects sponsored by 70 VINCI Construction employees in 2013, representing €887,800 in funding

* Deconsolidation of CFE at 24.12.2013



A GROUP ON THE MOVE

**Markets
& activity**
p.12

**Synergies
& strategy**
p.20

**Sustainable
development**
p.22



A resilient business model

VINCI Construction's revenue continued to grow in 2013. Business volume and order intake both reflected the strength of its business model. Growth in France and resilience in the other European markets combined with solid performance in Africa, a strong showing by the specialist activities and a sharp increase in major complex projects to accelerate VINCI Construction's international expansion.

NETWORKS OF LOCAL SUBSIDIARIES

Mainland France

VINCI Construction France posted growth of 5.2% in 2013, outstripping the growth recorded in the previous year. The group was able to turn in this performance despite the overall economic slowdown due to its historic roots in the main French regions (the Greater Paris area, the Rhône-Alpes and Provence Alpes Côte d'Azur regions), where volume was strong, and to its substantial operations in the major projects sector. In the latter, both activity and order intake were particularly strong in 2013, thanks to the SEA HSL project and to the other building and civil engineering markets.

Building. Accounting for 69.5% of revenue at VINCI Construction France, building activities remained stable. In this market, the company employed its design-build and general contracting capabilities to work on a large number of sizeable projects in all market segments. Prior to the works phases, VINCI Construction France also makes use of its property development expertise. In 2013, it reorganised its network of specialised property development subsidiaries, bringing them together under a common brand, ADIM, in order to increase the proportion of projects developed by the company. VINCI Construction France also meets market demand

by offering innovative solutions such as its controlled-cost housing (with first projects set to start in 2014) and Oxygen® energy performance offers.

Civil engineering. Activity again increased (by 14%), mainly as a result of the SEA HSL project, on which civil engineering works reached peak activity, with 600 employees from all the VINCI Construction France regional civil engineering entities working on the project. At a time when the French market was contracting, this growth was also due to other projects that called on VINCI Construction France's substantial engineering and production resources, often in synergy with VINCI Construction's major projects division and specialist business lines.

Hydraulic works. With traditional pipeline activity declining in markets that are now mature, business remained brisk in the market for utility network diversion in connection with urban development (especially light rail) and railway projects. VINCI Construction France also took part in major water treatment plant

VINCI Construction France

2013 revenue
in € millions

6,846 (6,509 in 2012)

Workforce
23,455

> French building and civil engineering leader
> 450 profit centres
> Building, civil engineering, hydraulic engineering and specialist activities



Paris-
La Défense

France

D2 Tower, Paris-La Défense, France

GTM Bâtiment, Bateg, Dumez Ile de France (VINCI Construction France) and Soletanche Bachy (foundations) are building the 171 metre, 37-storey, 54,000 sq. metre office building, an emblem of the new generation of major structures designed in the wake of the La Défense business district renewal plan.

The high-rise is non-cylindrical, with three different facades. The use of a load-bearing external metal (diagrid) structure, to which the floors and facades are attached, gives the building its distinctive streamlined silhouette and original appearance.

United Kingdom

VINCI Construction UK increased its revenue by 8.3%. The company's regional building activity was adversely impacted by the ongoing economic downturn; Nevertheless, VINCI Construction UK held its position across its main markets – hospitals, university buildings, shopping centres, industrial buildings, multi-technical maintenance and multi-service provision. The Taylor Woodrow division's civil engineering activity remained buoyant, mainly in transport infrastructure due to major upgrades on the London underground, in which Soletanche Bachy and VINCI Construction Grands Projets are also involved. The company is also diversifying into nuclear civil engineering and the construction of waste recycling facilities in synergy with other VINCI Construction entities.

Benelux

VINCI Construction sold half of its 47% holding in CFE at the end of 2013. Under the terms of the agreements, AvH is now the majority shareholder in CFE, which has become the sole owner of DEME, a world leader in dredging and marine engineering. VINCI Construction's retains a 12% stake in CFE.

Central Europe

The three Central European subsidiaries in Poland, the Czech Republic and Slovakia recorded a further 12.7% decline in revenue as a result of the sharp downturn in their construction markets, especially those driven by public sector orders. Nevertheless, the subsidiaries were able to maintain their overall operating margins by re-focusing on the more buoyant segments and voluntarily reducing activity in accordance with the policy introduced several years ago.

In Poland, Warbud concentrated mainly on the building sector, with major projects in the service, retail, healthcare and cultural segments. In the Czech Republic, private-sector building activity, handled by Prumstav, held steady at a satisfactory level. The trend was also promising in the hydraulic engineering market – where SMP had strengthened its expertise by acquiring the specialist Arko company in 2012 – with the award of two significant contracts. In Slovakia, SMS operated primarily in the highway construction sector.

> construction, renovation and extension projects. The trend was also favourable in the wood construction business line, where Arbonis completed the frame of the Allianz Riviera stadium in Nice and booked a new order for the Cité des Civilisations du Vin wine museum in Bordeaux, and in asbestos removal, with a number of large service sector projects. The Oreha housing energy retrofit offer was launched for homeowners, tenants and landlords increasingly attentive to energy savings.

Overseas France

VINCI Construction Dom-Tom maintained a good level of activity (up 2.3%). With its longstanding presence in Overseas France, VINCI Construction combines the strong roots of its local subsidiaries with the complementary resources of its mainland and specialist entities. Such synergies were in evidence in major projects such as the new hospital in New Caledonia. They also enabled the group to win the very large Coastal Highway project on Reunion Island (see page 50).

Meanwhile, the local subsidiaries continued their activity in building (healthcare, education and administrative buildings and social housing) and civil engineering (industry, airports and hydraulic works) across the large number of local worksites that make up their core business.



VINCI Construction Dom-Tom

2013 revenue in € millions

595 (582 in 2012)

Workforce

2,350

> 50 years of operations overseas

> 29 subsidiaries in the Indian Ocean, Pacific, French West Indies and French Guiana



London

United Kingdom



Crossrail project, London

Several VINCI Construction companies are taking part in the Crossrail project, the future Greater London express link. Taylor Woodrow, the VINCI Construction UK civil engineering division, which had previously taken a very active part in work on the London underground, is involved in the Connaught tunnel, Liverpool Street, Whitechapel and Royal Victoria Dock Portal worksites and in 2013 won a further £98 million contract for the western stations of the Crossrail network. VINCI Construction Grands Projets and Soletanche Bachy are also involved in the large programme, for which they are building the Liverpool Street and Whitechapel stations.

VINCI Construction UK

2013 revenue
in € millions

1,478 (1,365 in 2012)

Workforce

3,552

> All construction sectors
> 90 years of operations
in the United Kingdom

Central Europe subsidiaries

2013 revenue
in € millions

419 (480 in 2012)

Workforce

1,970

> Brings together the local subsidiaries in:
 · Poland: Warbud;
 · Czech Republic: SMP, Primstav and Freyssinet CZ;
 · Slovakia: SMS and APS Alkon



Africa

Sogea-Satom recorded another year of strong growth (up 18.5%) in markets that remained attractive due to growing levels of direct public investment and the continued commitment of major international institutions and private sector investors. Sogea-Satom's presence in oil-producing countries (Chad, Equatorial Guinea, Gabon, Cameroon, Congo) enabled it to benefit from the strong infrastructure demand in these markets. In addition to the favourable market context, Sogea-Satom also benefits from its longstanding presence in Africa and its high-quality expertise, which enable it to hold its own in an increasingly competitive market.

A large number of construction and renovation projects underline Sogea-Satom's strength in its main market, highway construction, especially in Chad, Burundi, Burkina Faso and the Republic of Guinea. Business was also brisk in civil engineering, notably as a result of synergies with the other VINCI Construction divisions, and in hydraulic engineering. Sogea-Satom continued to expand in the building market, a recent focus of activity.

Other VINCI Construction divisions are working in Africa in specialist works and major projects. Together, VINCI Construction subsidiaries generated more than €1.5 billion of revenue there, up 9.8% from 2012.

Sogea-Satom

2013 revenue in € millions
1,126 (950 in 2012)

Workforce
9,700
 > Highway works, hydraulic works, civil engineering and building
 > Longstanding roots in some 20 African countries

SPECIALIST ACTIVITIES

Soletanche Freyssinet

Soletanche Freyssinet posted resilient performance in 2013. Revenue held steady, with the impact of currency movements cancelling out the effects of acquisitions. Business picked up markedly in Asia and the Middle East, contracted in the United States and held steady, overall, in Latin America and Europe, with better levels outside France.

Soletanche Freyssinet's specialist expertise is an international benchmark that enables the company to participate in major infrastructure projects, as evidenced by the significant contracts won in 2013. New orders were up 5% year on year thanks to continuing commercial success in major projects combined with the strong roots of the company's local subsidiaries.

In Soletanche Freyssinet's three core business activities – ground technologies, engineering structures and nuclear – the company continued its policy of expansion based on targeted acquisitions (Netherlands, Canada and Australia) and the creation of new subsidiaries or offices (Chile, Colombia, Mexico, China, United States and Kazakhstan).

Soletanche Bachy, which operates in deep foundations and ground technologies, recorded slight organic growth driven by its sustained major projects activity and its good performance in the United States and Asia, especially Hong Kong. Soldata, the structural monitoring subsidiary, performed particularly well.

Menard (ground reinforcement and improvement) saw revenue growth of 16%. Activity was buoyant in Southeast Asia, North America and the Middle East, driven by large projects in Saudi Arabia and the United Arab Emirates.

Freyssinet, which operates in structures, recorded stable revenue. In Europe, volume contracted in Spain and Poland but remained high in France. Growth was also strong in the Middle East, especially Saudi Arabia, and in Asia (Thailand and Singapore). The order book increased substantially.





El Teniente Mine, Chile

VINCI Construction Grands Projets and Soletanche Bachy are carrying out the Nuevo Nivel Mina project for Codelco in the Andes at the site of the world's largest underground copper mine. To create a new extraction level, the companies are blasting two new tunnels with a length of 8.9 km each at an altitude of about 1,500 metres. The two tunnels are connected by 22 cross-tunnels. Safety is a strong focus of the project. The consortium deployed the (A)live on Site programme, which involves the worksite employees in analysing risk situations. The Skill Up technical training programme, designed to accommodate the specific features of the project, also contributes to safety by teaching the same set of skills to everyone involved in the project.

Soletanche Freyssinet

2013 revenue in € millions
2,526 (2,534 in 2012)

Workforce
15,710
 > World leader in ground, structural and nuclear engineering
 > Five brands: Soletanche Bachy, Menard, Terre Armée, Freyssinet and Nuvia
 > Operates in about 100 countries

Entrepose Contracting

2013 revenue in € millions
871 (759 in 2012)

Workforce
3,687
 > Specialising in complex industrial design-build projects and transport and storage solutions
 > Oil and gas, and more generally energy and environmental sectors

Terre Armée (retaining structures and precast arches) recorded a marked decline in activity (down 21%) following substantial growth in 2012. This was primarily due to the sharp contraction in mining projects in Canada, Australia, Chile and South Africa and to a downturn in the highway markets in Europe and India. However, business remained brisk in the United States.

Nuvia, which operates in specialised nuclear engineering, again recorded strong revenue growth (up 15%), primarily as a result of brisk business in its two main markets, the United Kingdom and France, and in the Czech Republic, where the new subsidiary Envinet turned in a satisfactory first year. Nuvia also extended its international network in China, with the creation of a subsidiary in Shenzhen; Canada, with the integration of Pico Envirotec, a company specialising in nuclear radiation monitoring; the U.S., with operations in Charlotte, N.C.; and Abu Dhabi.

Entrepose Contracting

Entrepose Contracting, which specialises in oil and gas infrastructure, recorded strong growth in revenue (up 14.7%) and order intake, primarily as a result of the expansion of its subsidiary Spiecapag in the pipeline market. The trend was also positive in the company's second-largest market, liquefied natural gas tanks, where it typically works with VINCI Construction Grands Projets. The two partners won a major contract in Yamal, Russia in 2013 (see page 75).

Entrepose Contracting worked in some 20 countries – mainly in Europe, Africa and the Middle East – on a variety of oil and gas infrastructure construction, renovation and maintenance projects. Lastly, the subsidiary specialising in underground liquid and gaseous hydrocarbon storage, Geostock, in which Entrepose Contracting acquired a 90% stake the previous year, won two large contracts in China and Singapore.

MANAGEMENT AND EXECUTION OF COMPLEX PROJECTS

The companies making up the major projects division were heavily involved in the SEA HSL project, with the earthworks and civil engineering phase reaching full production in 2013.

VINCI Construction Grands Projets, working on about 40 complex infrastructure and construction projects in 26 countries, saw its revenue increase substantially (up 66.8%) following strong growth in 2012. Order intake was also up, with orders worth €1.3 billion placed during the year bringing the total value of the order book to €2.2 billion. The new contracts booked in Russia, Qatar, Panama, the United States, Malaysia and Jamaica reflect VINCI Construction's proactive international expansion strategy.

The types of projects currently under way and on order bear witness to the company's solid positions in the major engineering structure, underground works and hydraulic works markets as well as its more recent expansion in the international building market.

VINCI Construction Terrassement recorded revenue growth of 65%. Nearly three-quarters of its total volume (€591 million) came from the SEA HSL project. The company also took part in other railway, inland waterway, motorway and highway infrastructure projects in France. In the international market it worked on two major projects, one in Equatorial Guinea with Sogea-Satom and the other in the United States with VINCI Construction Grands Projets.

Dodin Campenon Bernard, which specialises in large engineering structures and tunnels, also capitalised on Group synergies and increased its revenue by 28.6%, half of which was generated by the SEA HSL project. The company brought its expertise to bear on a large number of VINCI Construction transport infrastructure and hydraulic engineering projects in France. Large orders will drive activity in coming years.

OUTLOOK

New orders in 2013 took the year-end order book to €17.3 billion, up 1.7% relative to 2012, suggesting that revenue will hold steady, or perhaps increase slightly, in 2014.

In France, the continuation or start of major projects, combined with VINCI Construction's strong roots across all the building and civil engineering markets, will contribute to maintaining the resilience of the company's business. In the medium term, business will also be boosted by infrastructure spending for the Grand Paris programme. Elsewhere in Europe, business should hold up well in the United Kingdom and there is a chance that Central Europe, Poland in particular, will begin to pick up. It is expected to remain brisk in Africa, where Sogea-Satom has been growing at a planned, steady rate for many years, and in the specialist business activities, with Soletanche Freyssinet and Entrepose Contracting operating across some 100 countries.

In major projects, with an order book at an all-time high, the outlook for strong growth is very positive, and this will also help VINCI Construction - and the VINCI Group as a whole - to extend their reach around the world.

Looking beyond the short term and the current difficult conditions in a number of European markets, VINCI Construction will benefit from strong sustained long-term demand in all the main sectors in which it operates: transport and energy infrastructure, urban development, water supply and treatment systems, public facilities (healthcare, education, recreation) and new-generation residential and service sector buildings.

VINCI Construction Grands Projets

2013 revenue in € millions

960 (570 in 2012)

Workforce

6,508

> Heir to companies going back a century

> Major international project references

> Design and execution of complex civil engineering structures and buildings

VINCI Construction Terrassement

2013 revenue in € millions

819 (496 in 2012)

Workforce

2,149

> Covers all business activities related to earthworks-centred infrastructure and development works, including standard engineering structures and drainage

Dodin Campenon Bernard

2013 revenue in € millions

292 (227 in 2012)

Workforce

548

> Design and execution of major civil engineering and underground projects in France in partnership with VINCI Construction France and the other Group subsidiaries



Multiple projects in Qatar

In recent years, VINCI Construction has substantially extended its presence in the Arabian Peninsula in general and Qatar in particular, thanks to the specialist business activities of Soletanche Freyssinet and Entrepouse Contracting and to the development of QDVC, the local subsidiary created by VINCI Construction Grands Projets and the Qatari Diar investment fund, a VINCI shareholder.

After recently handing over a pumping station north of Doha, the Group is currently building the light rail system in the new city of Lusail, as well as the light rail that will link the historic city centre of Doha, Mushaireb, with the new airport. Soldata (Soletanche Freyssinet) is providing monitoring services for the latter project. Lastly, QDVC is building an underground car park and a landscaped garden in front of the Sheraton Hotel (*photo*) in Doha's West Bay financial and diplomatic district.



Expanding the business model

Building on its current momentum, VINCI Construction will accelerate the geographical rollout of its business model by stepping up synergies among its companies, by developing a product and service policy to structure its expertise and by creating value around each project.

ACCELERATING THE GROUP'S INTERNATIONAL EXPANSION

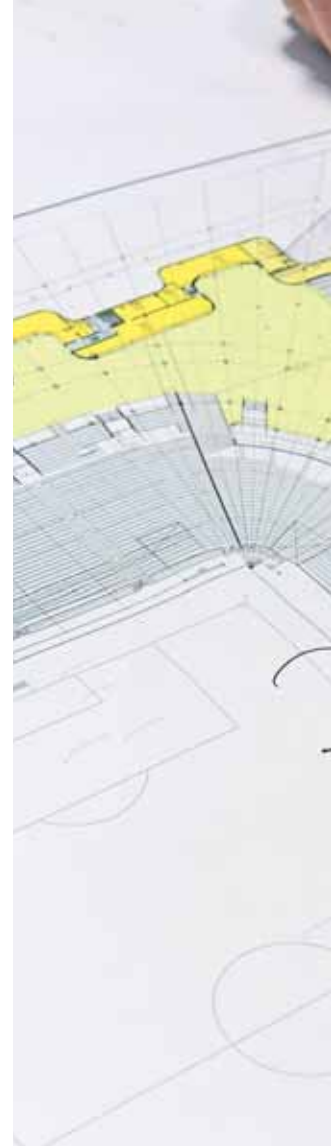
VINCI Construction is the most international of VINCI's business lines, generating 45.6% of its revenue outside France and 22% outside the European Union. Its strategy is to step up international expansion. This will be done through organic growth, building on the potential of each entity, and also through synergies between VINCI Construction companies and with the other VINCI business lines. The new contracts recently won in Russia, Africa, Asia and Oceania, which combine the expertise of the local subsidiaries, the specialist business activities and the VINCI Construction major projects teams, are a good illustration of the strategy. Synergies currently exist primarily in major operations but they can be rolled out across a broader range of projects by networking the various entities' areas of expertise and resources.

At the same time, international expansion can also be stepped up through acquisitions, with a special focus on Africa, where Sogea-Satom has longstanding roots, and on Southeast Asia and Latin America. In these new growth areas, VINCI Construction's goal is to develop networks of subsidiaries headed by local managers that are able to carry out projects on a general contracting basis, often as an extension of specialist activities already present or major projects already carried out in these markets.

A PROACTIVE PRODUCT AND SERVICE POLICY

VINCI Construction brings together an unparalleled range of expertise, which its companies bring to bear separately and in combination on a large number of projects around the world. In addition to the specific solutions devised for each project, VINCI Construction will accelerate the rollout of a product and service policy that groups its areas of expertise by major activity sector so as to enhance their visibility and expand their geographic coverage. For example, the policy can help develop the building activity in Africa, which is just getting off the ground, by capitalising on the expertise and experience gleaned in Europe, where the building activity is predominant.

The policy will be adapted and applied according to market demand. A case in point is the range of controlled-cost housing solutions that VINCI Construction France will be launching in 2014 to help meet





the need to expand the French housing stock. This range will be able to offer construction costs below the current level thanks to its design and production process, which has been carefully put together to optimise every cost item with no loss of quality. Taking the same proactive approach, VINCI Construction France will also be launching its new Blue Fabric eco-building offer in 2014 to provide energy efficiency and comfort at low cost throughout the life cycle of the building.

CREATING VALUE TO BENEFIT PROJECTS

In most of VINCI Construction's markets, demand is shifting towards more comprehensive, more complex projects, and with the increasingly widespread use of design-build, EPC and public private partnership contracts, companies are called on to become involved in projects very early on. To keep pace with these changes, VINCI Construction networks its companies' engineering and design resources. This enables it to broaden its competitive edge by proposing innovative and alternative solutions that can optimise projects.

VINCI Construction's goal is thus to create value for programme managers at the project design, management and execution stages and to boost its ability to integrate the full range of expertise required. This integrated-solutions approach is not limited to the technical aspects of projects. It involves all the factors affecting overall performance, including stakeholder dialogue, environmental added value, labour, work integration programmes and civic engagement on the part of VINCI Construction companies and employees.

Networked engineering and expansion

One of the best ways to create value for the benefit of projects – and thus for VINCI Construction's clients and companies – is to expand and network engineering capabilities.

Synergies in this area, which have been stepped up substantially in recent years, are creating a common technical language that is boosting VINCI Construction's overall performance.

Networking of the specialised design offices continues in the key fields of soils and structures and is starting in the other disciplines. General engineering activities are expanding in the Group's entities, supported by the network of specialised design offices, fostering work across entities. They are strengthening the Group's ability to offer innovative solutions and controlled alternative solutions, giving it an additional competitive advantage that is, like a common performance culture, independent of the size and complexity of projects. Establishing cooperation during the bidding phase and developing a technical baseline promote a common view of the project and an integrated approach during the execution phase. An increasing number of projects have been won and carried out in recent years by combining the Group's engineering resources.

This momentum will increase when tools are pooled. It is also a crucial advantage in VINCI Construction's international expansion strategy, since it fosters cross-Group operations and makes the most of the complementary capabilities of the local subsidiary networks, specialist business activities and entities responsible for major complex projects.

A distinctive way of doing things to match distinctive expertise

Because the Group's vision of success is not confined to economic results, VINCI Construction is, like all VINCI business lines, committed to the environmental and social performance of its projects as set out in the Group Manifesto.

PRINCIPLES

Overall performance and commitments

VINCI Construction's goal is to create overall value. Project performance is assessed not just in technical terms but also in terms of worksite safety, compliance with ethical principles, stakeholder dialogue, environmental value added, work integration and contribution to regional development. VINCI Construction, like all the VINCI business lines, addresses these issues in keeping with the commitments set out in the Group's Manifesto.

Entrepreneurial culture and humanistic values

VINCI Construction believes that lasting economic success must be based on an ambitious human project. Its humanistic values are rooted in its culture as a builder. Trust, respect, solidarity, the primacy of people over systems and the simultaneous recognition of individual initiative and teamwork – the fundamental principle of the worksite – are central to its identity as a group of entrepreneurs.

Management method and collective performance

In addition to the diversity of its businesses, its employees and the regions where it operates, VINCI Construction stands out as a result of the unique management style that underpins its cohesion and drives its growth. This model is based on decentralised organisations, business unit autonomy and manager empowerment. The trust placed in managers is inseparable from the inviolable principles of fairness and transparency. This model encourages each employee to give of his or her best and each company to adapt to its evolving markets. Networking of teams and skills encourages exchanges between businesses and a project-based approach.



Watercourse works, SEA HSL, France

From one end to the other of its alignment, the SEA HSL crosses nearly 90 watercourses. To ensure free flow and maintain hydraulic and ecological transparency, the COSEA construction joint venture is diverting watercourses, in some cases temporarily, with the diversion to be reversed once the engineering structures are completed, and in some cases permanently if the HSL alignment prevents the watercourse from returning to its initial configuration. In Linars, in the Charente region, COSEA diverted the course of the Nouère River over a distance of 480 linear metres in successive stages to preserve the equilibrium of its ecosystem. Fish were caught and transferred with the help of environmental groups in order to conserve heritage species such as the brown trout, sculpin and brook lamprey. In addition, the exemplary dialogue and stakeholder partnership on this project with its strong environmental focus won the Management prize in the VINCI 2013 Innovation Awards Competition.

A multi-local and multi-cultural group

VINCI Construction operates in some 100 countries through its 830 companies. It has stepped up its international expansion in recent years and will further accelerate it in the years ahead. This momentum is driven by establishing strong and lasting roots in the countries where it operates, by recruiting and training local managers and by respecting each country's culture. As partners in local development, VINCI Construction companies help create wealth and jobs, both directly - through their own activities - and indirectly - through subcontracting.

PROJECT MANAGEMENT

A partnership and consultation culture

Because VINCI Construction's activities involve a wide variety of stakeholders within its industry, its customers' sectors and society at large, a sense of partnership is part of its culture. This culture is in keeping with VINCI Construction's clients' call for increasingly comprehensive and complex solutions. To support this trend, VINCI Construction is focusing more squarely on its ability to integrate solutions by boosting operational synergies between its companies and with its partners. Similarly, VINCI Construction's consultation culture facilitates dialogue with project stakeholders and helps blend projects into the fabric of the regions where they are located.

Subcontractor relations

In 2013, VINCI rolled out its Subcontractor Relations Code of Practice. Designed with and for the Group's operational teams, this document underscores their commitment to building lasting and equitable relations with their suppliers and subcontractors. It establishes six clear and precise commitments that apply to all situations in which VINCI companies are involved.

In a complementary move, VINCI Construction France drew up its "general contracting model" in 2013. This document sets out the values (first and foremost respect, fairness and transparency in relations with subcontractors and suppliers) and practices (contract types, worksite organisation and management, etc.) that VINCI Construction France adheres to when acting as general contractor. The document was circulated to all operational managers throughout the company.



"I was working in a work integration enterprise and was recruited for a four-month trial period on the Jussieu worksite, where I was able to earn my machinery operator's licence. VINCI then offered me a limited-term contract. I hope to continue my career here."

Mamoudou Barry,
47, forklift operator

Work integration, Jussieu campus, Paris

To develop work integration programmes on their worksites, VINCI Construction companies build on the VIE social enterprise created by VINCI. The renovation project on the Eastern sector of the Jussieu university campus has one of the largest such programmes currently under way in France. Over a period of nearly three years, VINCI Construction France and its subcontractors hired 200 people alienated from the job market for variable periods, accounting for 154,000 hours of work.



SAFETY

Strong management involvement

Several years ago VINCI Construction embarked on an in-depth effort to ensure that all its employees share the same safety culture. The policy has a priority focus on management staff, since they have primary responsibility for worksite safety. In 2012, the 500 senior managers at VINCI Construction took part in the Managing Safety training course, and in 2013 the course was given to 4,000 employees who make up its middle management. In 2014 it will be extended, within several divisions, to worksite supervisors including foremen. VINCI Construction's top management directly coordinates the health and safety policy. Three times per year, the Chairman convenes a meeting of the Group's health and safety specialists, which several members of the Management Committee attend. The subject of safety is systematically addressed at the beginning of every meeting of each division's management committee. A tool for measuring manager involvement in safety was devised in 2013.

Common rules and multiple initiatives

The bedrock of the health and safety policy is a common set of rules that apply across all VINCI Construction entities. These rules stipulate, in particular, that "safety is a constant concern and an integral part of every decision"; that "when it comes to compliance with the safety rules, VINCI Construction applies a policy of zero tolerance"; and that "safety is one of the criteria used to assess managerial performance."



In the United Kingdom, the Step UP! training programme encourages each employee of VINCI Construction UK and its subcontractors to be actively involved in safety by working on his or her own behaviour.

These rules underpin the many action plans and initiatives implemented in the operating companies and entities according to their business activities and specific features. For example, VINCI Construction France organised a Safety Week in October 2013 during which its 24,000 employees focused on the Zero Accidents objective. In Africa, Sogea-Satom emphasised road safety for both its employees (driver's tests, introduction of speed limiting devices, GPS tracking of vehicles) and the populations living in the vicinity of its worksites; a broad awareness-raising operation involving nearly 6,000 participants was carried out for local residents along the Tsernaoua-Madaoua road refurbishment project in Niger. In the United Kingdom, VINCI Construction UK continued its Step UP! training programme enabling every employee to become an active participant in safety by working on his or her own behaviour; 10,000 employees and subcontractors of the company also took part in the "Take a Break for Safety" event on 4 September 2013.

Results and avenues for improvement

The uninterrupted effort to strengthen health and safety and disseminate a common safety culture across all entities resulted in a considerable improvement in the workplace accident frequency rate. For VINCI Construction as a whole, the rate declined from 9.53 in 2012 to 7.21 in 2013 for Group employees and from 13.53 to 9.67 for temporary workers.

The main focus of worksite safety improvement efforts going forward will be on handling dangerous situations and "near misses", with particular attention to the most serious risks (machinery-pedestrian collisions and falls from height), as well as on risk reviews carried out by teams before starting each task.



France



HUMAN RESOURCES

Career opportunities for every employee

VINCI Construction's human resources policy is geared to giving every employee an opportunity for career development within the company. Employees acquire their skills primarily in the field and hone them throughout their careers by taking advantage of the Group's ambitious training policy, which builds employability. The Group's management method fosters promotion. A skilled worker can, for example, rapidly become a crew leader and then a foreman. Similarly, a young engineer who performs well may, within a few years, become a contract manager or the head of a works agency. Upward mobility is based on merit rather than educational background and the most effective employees can reach top management positions within the Group.

Supporting international expansion

VINCI Construction develops shared tools to support its expansion, particularly in the international market, and fosters a wide range of cross-business operations in terms of both skills and geography. A common resume database shared by all divisions, Talent Construction, was completed in 2013 and will be rolled out in 2014. An international mobility database is also being drawn up to better meet companies' skills requirements and employees' requests for mobility. The development of tools and exchanges within the HR division aims among other things to facilitate mobility of managers and enhance the position of project director via bridges with other operational responsibilities. The VINCI Mobility structure created in 2013 to manage the careers of non-European expatriate managers also fosters international mobility and enhances the attractiveness of these careers.

Training and dissemination of a common culture

VINCI Construction companies devote very substantial resources to training, which is seen as both a way to improve individual and collective performance and as a tool for sharing a common technical and managerial culture. In-house training centres play a key role in this programme. For example, in France 15,189 trainees were given 333,000 hours of training at the Cesame (VINCI Construction France) centres and the Eugène Freyssinet centre in 2013.

Group synergies make it possible to pool training resources. For example, the Orchestra programme, initially developed by VINCI Construction France, is being rolled out in an increasing number of entities in France and other countries. The programme enables everyone to share the same technical culture throughout the company, while strengthening the requirements and reliability of operations at all stages - design, engineering, methods and execution - for the benefit of clients.

Specific training programmes are also employed in each VINCI Construction division. In Africa, Sogea-Satom set up the Opus Pro qualifications training course in its AfricaPro training centres for foremen and crew leaders in the entities in Congo, Gabon and Equatorial Guinea. VINCI Construction Grands Projets continued to roll out the Skill UP programme on major international projects to develop skills through the creation of training centres tailored to the requirements of each project. Dedicated training courses are also provided for project managers, including PM+ at Soletanche Freyssinet (over 350 project managers trained by the end of 2013), EMPower at VINCI Construction UK and Team Grands Projets at VINCI Construction Grands Projets.





Worksite schools

On large international projects, which recruit large numbers of local employees, VINCI Construction Grands Projets employs the Skill Up programme. Under this programme, on-site training centres tailored to the requirements of each project are set up to develop the skills of locally hired employees.

This contributes to the performance of the worksites in all areas - quality, productivity and safety.

EQUALITY AND DIVERSITY

Reflecting the social diversity of each country

VINCI Construction's employees' wide variety of backgrounds and broad range of experience are an integral part of its culture. The Group's companies strive to ensure that their workforce reflects the diversity of the countries in which they operate, notably by assigning local employees to supervisory positions. Sogea-Satom, for example, has extended its partnerships with African engineering schools to recruit local managers; qualification training courses for local personnel are a further instance of the same policy.

In keeping with the effort to foster diversity, a pro-active equality policy is designed to combat all forms of discrimination in hiring and labour relations. VINCI Construction strives to create a working environment in which all employees, in all their diversity, are given an opportunity to make the most of their abilities and help the company achieve its goals.

Promoting work integration

VINCI Construction companies support social solidarity by recruiting people alienated from the job market to work on their projects. In France, they are supported in this effort by the ViE social enterprise set up by VINCI. In 2013, its third year of operation, ViE was involved in workforce development on 100 projects (mainly those of VINCI Construction), which accounted for a total of nearly 560,000 hours of work and provided direct support for 1,522 people.

In the Greater Paris area, the Cesame centres set up a work-study training programme in 2012 to support these work integration programmes.

Retention of disabled employees

VINCI set up the Trajeo'h non-profit in France to facilitate redeployment and retention of employees unable to continue in their jobs, as well as recruitment of disabled people. The organisation is active in the Greater Paris, Rhône Alpes, Auvergne, Burgundy, Franche Comté, Provence Alpes Côte d'Azur and Normandy regions. The Trajeo'h network supported 224 people in 2013, including 123 VINCI Construction France employees. In 2014 it will be extended to western and northern France.

CIVIC ENGAGEMENT

Engaging in «living together»

VINCI Construction companies see their social responsibility as lying not just in «working together» with economic stakeholders but also in «living together» with the communities surrounding their worksites and areas of operation. The companies and their employees therefore engage in solidarity activities. In France, these are primarily carried out through the Fondation VINCI pour la Cité, which was set up in 2002 to provide financial support for organisations working to combat social exclusion in conjunction with sponsorship by Group employees. Similar foundations have been set up in recent years in Germany, the Czech Republic, Slovakia, Belgium, Greece and, in 2013, the United Kingdom. These foundations supported a total of 203 projects in 2013, with 289 sponsorships and nearly €3 million in funding. VINCI Construction employees supported 54 projects with 72 sponsorships and total funding of €887,800. The Cité Solidaire programme, which carries out local activities combining sponsorships by employees and Group companies, covered 14 cities.

In Africa, the ISSA (Sogea-Satom Initiatives for Africa) programme, set up in 2007, supports solidarity actions initiated and managed by Sogea-Satom agencies and worksite teams. Projects focus in particular on economic initiatives (microenterprises, cooperatives) and access to essential services (water, healthcare, education, electricity). In 2013, ISSA supported 28 projects in nine countries with €440,000 in funding.

VINCI Construction companies also engaged in a large number of local actions in France and abroad. For example, on the SEA Tours-Bordeaux HSL project, the Sillon Solidaire fund set up by the COSEA construction joint venture supported 25 projects aimed at combatting exclusion in the regions along the route via 34 sponsorships and €311,000 in funding.

ENVIRONMENT AND GREEN GROWTH

Limiting the environmental impact of the Group's worksites

VINCI Construction's business activities are closely related to the challenges of green growth and the Group's position as a global major gives it a special responsibility to respond to them. In all the countries where they operate, Group companies strive to reduce the impact of their activities by meeting the highest environmental standards. This effort is facilitated by ISO 14001 and equivalent certifications, which cover 62% of VINCI Construction's revenue, and by environmental training (13,700 hours conducted in 2013).

The broad range of actions taken to this effect include worksite waste screening and recycling; installation of water treatment stations to reduce worksite impact on aquatic environments to a minimum; roll-out of dedicated biodiversity conservation signs on earthworks and civil engineering worksites; and environmental certification of worksites based on commitments, with compliance audited by an expert (e.g. the Attitude Environnement programme at VINCI Construction France). VINCI Construction Terrassement initiated an in-house awareness campaign to draw its employees' attention to eco-responsible behaviour and reward exemplary worksite environmental management ("les éco-tidiens"). Lastly, VINCI Construction signed a sponsorship agreement with the Fonds de Dotation pour la Biodiversité fund in early 2014 and will join in its efforts to protect the world's endangered species and raise community awareness of biodiversity issues.

Eco-design tools

VINCI Construction companies have been working with the scientific and academic communities for several years to develop eco-design tools for buildings and infrastructure that include life cycle assessment (LCA). CO₂NCERNED focuses on major transport infrastructure projects. Prism, initially developed by Soletanche Bachy for foundation and civil engineering projects, was extended by adding modules adapted to the work carried out by three further Soletanche Freyssinet subsidiaries (Menard, Terre Armée and Freyssinet).





Support for the Kovié microenterprise, Togo

In Africa, the ISSA (Sogea-Satom Initiatives for Africa) programme supports projects that create economic activity and employment in the regions where the company operates. For example, ISSA funded the construction of a seed rice storage shed for a participatory microenterprise, the Kovié ESOP⁽¹⁾. Its manager, Baiban Lamboni, has been selling high-quality seed for rice production under the Délice brand since 2009. For the inhabitants of the capital and its environs, the perfumed white rice is one of the rare local alternatives to imported rice. The ISSA subsidy amounted to €20,000.

(1) ESOP: producer services and organisation enterprise

Equer, designed by VINCI Construction France and Mines ParisTech, analyses the building life cycle to compare alternative solutions based on 12 environmental criteria.

With the help of AgroParisTech and the Chair in Eco-design of Buildings and Infrastructure (see page 30) VINCI Construction France developed a tool, called Biodistrict, for assessing biodiversity before the start and after the completion of a project. It is designed for use on design-build and property development projects and is currently employed in the construction of the new Bordeaux stadium, which sits on a site straddling a watercourse. The tool was also tested during the refurbishment of the French National Defence Sports Centre (CNSD) in Fontainebleau as part of the partnership between GTM Bâtiment and the National Natural History Museum.

Green products and services

Together with these eco-design programmes and tools, VINCI Construction is developing green products and services to meet the challenges of the energy transition. For example, in an extension of its Oxygen® (performance guarantee) and Oreha (thermal and functional retrofit of built structures) offers, VINCI Construction France has put its entire range of eco-building solutions together under the Blue Fabric brand launched in early 2014. The goal is to step up the rollout of solutions that are effective in terms of energy efficiency, comfort and cost throughout the building's life cycle. In keeping with this approach, VINCI Construction France signed the Intrinsic Energy Performance Guarantee (IEPG) commitments in January 2014, joining other construction stakeholders (programme managers, architects, design and engineering offices, technical inspection experts, etc.) to contractually guarantee the energy efficiency of buildings in the design and works stages.

Oxygen® eco-commitment

The Nouvelle Vague project in Nantes is applying the Oxygen® eco-commitment on a grand scale. The programme was included in the initial stages of the project. It met the expectations of Nantes Métropole Aménagement and contributed to the success of the offer developed by Adim (VINCI Construction France).



v

INNOVATION

Innovating to serve projects

VINCI Construction companies implement an innovation policy focused on meeting the expectations of their markets and optimising the solutions they offer their clients. It includes design methods, construction techniques and exclusive products and processes. The innovations they developed are covered by 1,613 active patents worldwide.

VINCI Construction companies also take part in research programmes bringing together their own teams and their partner networks. For example, after Freyssinet and the public LMR and LOMC laboratories submitted a proposal following a call for projects related to investments for the future in France, their "major wind power" programme for their Eolift project, a prestressed concrete wind turbine tower that can reach a height of 100 metres, was one of the winners.

Collaborative research and partnerships

The partnership between VINCI and the three ParisTech engineering schools (Mines, Ecole des Ponts, Agro) that founded the Chair in Eco-design of Buildings and Infrastructure in 2008 was renewed in 2013 for a period of five years. VINCI endowed the Chair with a budget of €4 million for the period, up 25% from the initial partnership. The collaborative research, designed to be long-term, is aimed at creating measurement and simulation tools to integrate all dimensions of eco-design and provide input for the bids and projects developed by Group companies. In 2013, the Chair organised its second seminar in Paris, which brought together nearly 200 people (www.chaire-eco-conception.org).

The Fabrique de la Cité (the City Factory), a think tank set up at VINCI's initiative, continued to address urban issues through themed meetings and publications (www.lafabriquedelacite.com). The main topics addressed in 2013 concerned value creation for cities (Stockholm seminar), the

Chair in Eco-design

In 2013, VINCI renewed its partnership with three ParisTech schools (Mines, Ecole des Ponts, Agro) for the Chair in Eco-design of Buildings and Infrastructure.



role of culture in the city's transformation (Marseille seminar) and infrastructure funding mechanisms (Paris seminar).

VINCI Construction France took part in 2013, as a founding member, in the creation of Efficacy, an institute devoted to the energy transition in cities, which brings together 35 public and private sector partners. Six research programmes are planned in the first three years. VINCI Construction France will coordinate one of them, focused on built structures. Meanwhile, the Inef4 Institute, in which the company is also a partner, was set up in the Aquitaine region to focus on energy efficiency and building retrofits.

Participatory innovation: VINCI Innovation Awards

In keeping with its decentralised management model, VINCI develops its innovation potential by encouraging its teams and their external partners to take hands-on initiatives. The biennial VINCI Innovation Awards Competition, which is open to all employees, is part of this approach. The 2013 competition saw a further increase in the number of participants: working in teams, 5,300 employees (compared to 5,100 in 2011) submitted 2,075 projects (1,717 in 2011). Of the 146 winning projects in the initial round of regional competitions, VINCI Construction teams won 75. Of these, 24 were nominated and six won prizes in the final, second round (*see opposite and page 23*). The winning projects can be viewed on the www.vinci.com website.



Special Technical Excellence prize

TUNNEL DISMANTLING MACHINE - CSM BESSAC (SOLETANCHE FREYSSINET)

The TDM was developed during a metro line extension project in Hong Kong, which entailed numerous difficulties, one of which was connecting a new tunnel dug with a tunnel boring machine (TBM) to an existing tunnel. The machine is able to demolish the cladding of the existing tunnel and fill it with mortar. It eliminates the need for heavy, complicated solutions with a high risk of accidents or even failure.

FOCUS

VINCI 2013
Innovation awards

VINCI Construction
innovations winning
final prizes



Safety prize

ENGAGING EVERYBODY - THE SAFETY PROGRAMME OF A MAJOR PROJECT IN PAPUA NEW GUINEA - SPIECAPAG (ENTREPOSE CONTRACTING)

Several incidents occurred on the outsized project (construction of an almost 450 km long gas pipeline through tropical forest, difficult weather conditions, ethnic tensions) prompted management to set up a programme to expand the safety culture within the teams. The programme mobilised all the different players involved in hands-on activities - safety championship, theatre plays for local residents, etc. Following introduction of the programme, 10 million hours were worked over a period of 13 months without any accident leading to time off work.



Equipment and tools prize

PNEUMATIC SLINGS SPREADER - A SMART SPREADER - COSEA, DODIN CAMPENON BERNARD (MAJOR PROJECTS DIVISION)

As an alternative to the conventional non-adjustable and heavy spreader beam, the SEA HSL project developed a lightweight beam made up of a sliding case fitted with gas springs that can be tailored to any beam length between 10 and 25 metres. Deployed across several SEA works packages, it improves working conditions and safety during beam installation and also increases productivity.



Special Ingenious Tool prize

ONE SHOOT- UNIVERSAL ANCHORING POINT - CAMPENON BERNARD REGIONS (VINCI CONSTRUCTION FRANCE)

On worksites, the tie rod holes left in the concrete after removal of shuttering are often used to secure a wide variety of elements, but this forces workers to access both sides of the shell. One Shoot is a rod with a non-threaded end housing a pivoted locking bar that allows fixing from just one side of the shell. This innovation has an immediate impact, making the work less arduous and increasing productivity and safety. A national patent was filed in 2012 and 500 One Shoot anchoring points were produced in 2013.




Marketing and services prize

GREEN DRAGON DAY - WELCOMING AND PROMOTING SUPPLIER-LED INNOVATION - VINCI FACILITIES UK (VINCI CONSTRUCTION UK)

To retain its suppliers and recognise their capacity to innovate, VINCI Facilities UK introduced Green Dragon Day, during which its suppliers present their solutions and related added value. The high quality of the projects presented enabled the company to improve its performance (services, cost) and get the most out of its supply chain.





2013 PROJECTS & WORKSITES

Building
p.34

**Civil
engineering**
p.50

**Specialist
activities**
p.66

Building

OFFICE BUILDINGS

In France, VINCI Construction France worked on many projects in the Greater Paris area, most of which were large. In Paris La Défense, its companies completed the rehabilitation of the Equo tower (80,000 sq. metres of office space, 40 storeys) and continued work on the new 37-storey, 54,000 sq. metre D2 tower, a particularly innovative structure with an oval shape and a load-bearing external metal structure. In Saint Denis, VINCI Construction France continued work on the new SFR headquarters for VINCI Immobilier. During the year, the first phase of the four-building complex with a total surface area of 133,000 sq. metres was handed over and work got under way on the second phase.

Other projects started or continued in the Greater Paris area included the construction of the 36,000 sq. metre T8 island in the Paris Rive Gauche development zone and renovation of the 37,000 sq. metre Pasteur complex in the 15th *arrondissement*; in Nanterre, refurbishment of the 17,500 sq. metre, 10-storey Green Avenue building; in Saint Denis, the second phase of the

Quai d'Arenc, Marseille, France

This operation in the Euroméditerranée business district, where VINCI Construction France previously built the CMA-
CGM tower, includes a 9,000 sq. metre, eight-level office building and three towers, two of which are under construction. >

14,500 sq. metre Landit operation; in Saint Mandé, occupied remodelling and raising of the 15,500 sq. metre, five-level building that will house the new headquarters of the National Geographic Institute and Météo France; in Vélizy Villacoublay, the 49,000 sq. metre New Vélizy programme; in Maisons Alfort, the future headquarters of the Agence Nationale de Sécurité Saintaire (national health security agency), under a contract that includes building maintenance for a period of 25 years.

New orders booked during the year included the refurbishment of a six-storey building in the rue Firmin Guillot in Paris's 15th *arrondissement* and the 15,500 sq. metre Alegria building in Neuilly under a €40 million contract. VINCI Construction France will also build the 11,200 sq. metre Respiro building in Nanterre on the site of a former biscuit factory, keeping part of the facade, and a 19,700 sq. metre office and shopping complex as part of the Coeur d'Orly development project, a new business district near Orly airport. Also noteworthy is a major asbestos removal project in the Pont de Sèvres towers under a €12 million contract in Boulogne Billancourt, to be carried out by NEOM, the new network bringing together VINCI Construction France's range of cleaning, asbestos removal and demolition services. In the French regions, VINCI Construction France subsidiaries continued work on the large Quais d'Arenc project in the Euroméditerranée business district of >





"On this project, the challenging size of the operation is compounded by the tight schedule – 23 months to build the 105,000 sq. metre first phase – and the number of employees – 70 supervisory staff and 820 builders at the height of activity!"

Dominique Helson
project director,
Bateg



France

SFR Campus, Saint-Denis, France

Quite close to the Stade de France in the Landy-Pleyel development zone, Bateg and Sicra (VINCI Construction France), which previously built the Cité du Cinéma in the same municipality of Saint Denis, are working under a general contract to build the new head offices of telecommunications operator SFR. The project is made up of four separate buildings with a total surface area of 133,000 sq. metres (accommodating 8,500 workstations) on a 4.2 hectare plot. It is being built in two phases – the first handed over in October 2013; the second in the summer of 2015. The project was developed by VINCI Immobilier; VINCI Energies is responsible for the technical works packages. The high quality project aims to obtain NF Bâtiments tertiaires, HQE®, BREEAM® and BBC label certifications.



<

**Karlin Hall 2,
Prague,
Czech Republic**

In the Czech capital, Prumstav is building a 15,000 sq. metre office building, retaining the monumental lobby of a 1960s building.

> Marseille, comprising a 9,000 sq. metre, eight-level office building and three towers, two of which are under construction. In the same district, they began work, in a consortium, on the new Euromed Center II business and services complex comprising 51,500 sq. metres of office space. In Lille, they began work on the 17,000 sq. metre Quatuor project, which is Oxygen® certified under the VINCI Construction France eco-design programme.

In Monaco, the consortium comprising VINCI Construction France and Soletanche Bachy continued work on the Odeon tower project on a general contracting basis. Its 48 levels of office and residential space will rise to a height of 160 metres and be the Principality's tallest building.

In Central Europe, Warbud completed the 105,000 sq. metre Plac Unii office and retail complex in Warsaw and continued work on the Kronos operation, a first phase of which was handed over, with the second getting under way during the year; and Prumstav handed over the Palac Krizik II building in Prague, which received the 2013 Project of the Year award, and continued work on the Karlin Hall II building.

In Turkmenistan, VINCI Construction Grands Projets continued work on the new government building in Ashgabat, a 54,000 sq. metre, 7-storey building that includes a 500-seat Council room.

In Morocco, Sogea-Satom began refurbishing the historic Société Générale headquarters in Casablanca. The project, the country's first operation of this type, will restructure the building while keeping the Mauresque Art Deco facade.

In Malaysia, VINCI Construction Grands Projets is building the new Berjaya Central Park complex in Kuala Lumpur (see opposite).

PRIVATE SECTOR BUILDINGS

Shopping centres

In France, VINCI Construction handed over the Aéroville shopping and services centre near Paris CDG Airport in the Greater Paris area, an 80,000 sq. metre building accommodating 200 retail outlets, 25 restaurants and a 12-cinema multiplex. In Marseille, the company continued work on the Terrasses du Port project, which will be one of Europe's largest shopping centres, comprising two three-level buildings with a total floor area of 96,000 sq. metres and six underground parking levels with 2,800 parking spaces. In the same city, VINCI Construction France won the contract to build the Voûtes de la Major, a new 7,300 sq. metre shopping centre to be built under a historic monument, the La Major cathedral square.

>





Asia



■ Kuala Lumpur,
Malaysia

Berjaya Central Park, Kuala Lumpur, Malaysia

Having completed the very large Berjaya Times Square residential and retail complex in the 2000s, VINCI Construction Grands Projets is currently building the Berjaya Central Park complex in the Malaysian capital for the same client. The first phase covers the construction of a nine-storey podium and a 46-storey office tower as well as the structural work on a 48-storey apartment tower for the Ritz Carlton with a total surface area of 185,000 sq. metres.





Paris

France

The Canopy, Les Halles, Paris, France

In the heart of Paris, the Forum des Halles is undergoing a metamorphosis. The emblematic structure of the huge urban renewal operation, built by a consortium formed by VINCI Construction France, is the Canopy, a 13,000 sq. metre translucent envelope inspired by vegetation – hence its name – that will constitute the above-ground part of the forum. Formed by 15 tubes with lengths of 22 to 94 metres, the Canopy will be supported on either side of the central patio by two new three-level buildings that will accommodate shops and public facilities.

8,000 tonnes
of metal structure

24,000
sq. metres of glass



> **In the United Kingdom**, the design phase continued on a very large project won last year by VINCI Construction UK to build the New Covent Garden Market, the UK's largest fruit, vegetable and flower market, in London's Vauxhall district. During the first phase of the project, VINCI Construction UK will be working within a consortium to build a 50,000 sq. metre complex. VINCI Construction UK also continued its longstanding work with Tesco on a variety of shopping centre construction and extension projects.

In Poland, Warbud won a €50 million contract to build a new shopping centre in Lublin.

Hotels

In France, VINCI Construction France continued work on the high-profile Peninsula Paris hotel, which will have 200 luxury rooms and suites, and began construction of a new 25-storey, 369-room four-star hotel for VINCI Immobilier in La Défense. The company also won a general contract with a value of nearly €49 million to restructure the Plaza Athénée hotel in Paris. In Marseille it was awarded the contract to build the eight-storey, 210-room Golden Tulip hotel as part of the Euromed Center II project.

In French Guiana, Nofrayane (VINCI Construction Dom-Tom) continued work on the future three-star, 134-room Royal Amazonia hotel in Cayenne.

Industrial buildings

In France, VINCI Construction France won the contract to build the new Eurocopter site in Dugny near Paris (14 buildings with a total surface area of about 50,000 sq. metres). On Reunion Island, SBTPC (VINCI Construction Dom-Tom) began work on the 20,000 sq. metre Crête d'Or food processing complex in Etang Salé.

In the United Kingdom, VINCI Construction UK won a £55 million contract covering a new building at the Jaguar Land Rover site in Solihull in the West Midlands.



New Square, West Bromwich, United Kingdom

In the West Midlands, VINCI Construction UK completed this 46,000 sq. metre complex comprising shops, a cinema and a service station, in 2013.

URBAN DEVELOPMENT AND HOUSING

VINCI Construction France continued work on the Les Halles renewal project in Paris. The most spectacular part of the project is a curved "canopy", a monumental structure resting on two 15-metre high buildings on either side of the patio formed by the Les Halles shopping centre; a consortium made up of three VINCI Construction France companies (Chantiers Modernes Construction, GTM TP Ile de France, TPI) is responsible for overall project management, civil engineering works and comprehensive technical and logistical support for the company building the metal structure.

Also in Paris, VINCI Construction France continued work on the large projects that are part of the urban renewal programme in the old industrial neighbourhoods in northeastern Paris: the Claude Bernard development zone comprising 103,000 sq. metres of residential and office space; and the Boulevard Macdonald project, which combines structural refurbishment of a huge warehouse and construction of 15 new buildings with a total of 1,126 housing units, the largest project of this type currently under way within the Group.

Peninsula Hotel, Paris, France

CBC and Petit (VINCI Construction France) are transforming a former international conference centre into a five-star hotel with 200 rooms and suites, which will be the Peninsula chain's first hotel in Europe. The project retained the outstanding volumes on the ground floor while creating three new underground levels.

> In the Nord department, VINCI Construction France completed the renovation of 459 housing units and a series of public buildings in Haumont and continued a similar operation in the Faubourg Duchateau neighbourhood of Denain involving construction of 263 new housing units, refurbishment of 329 existing units and demolition of a further 251 units. Work on these two operations involves a major social component, jointly managed by the VINCI Construction France teams and local employment and work integration organisations.

Adim, the network of VINCI Construction France entities specialising in property development, worked on the early phases of a large number of building and urban development projects throughout France. The main projects included the Nouvelle Vague in Nantes, the Agora in Reims and the Terres Neuves urban renewal project in Bègles, part of Greater Bordeaux.

In housing, VINCI Construction France is building a large number of projects of all sizes for private sector clients.

The largest such projects under way in 2013 included, in the Greater Paris area: several home ownership programmes in Charenton le Pont (190 units), Meudon (200 units) and Aubervilliers (305 units); conversion of a 15-level office building into a residential building in Courbevoie (184 units, a student dormitory and a 99-room hotel); construction of 166 housing units on landscaped terraces in La Défense between the Grande Arche and the Seine; and in the regions, in Schiltigheim near Strasbourg, a 196-unit programme in the new Vieux Schillick eco-neighbourhood.

In social housing, projects included: in the Greater Paris area, occupied renovation operations in the Cosmonautes neighbourhood in Saint Denis (12 buildings, 447 units) and Mont-Mesly neighbourhood in Créteil (15 buildings, 494 units); and in Aix en Provence, 350 student housing units in the new Cuques international dormitory.



La Réserve eco-village, Reunion Island

Developed by Ocidim and built by Sogea Réunion and SBTPC (VINCI Construction Dom-Tom), this project at Sainte Marie comprises 500 housing units, a day-care centre, shops and extensive outdoor amenities, with a total area of 70,000 sq. metres.

^

On Reunion Island, Sogea Réunion and SBTPC are building the La Réserve eco-village in Sainte Marie (500 units and collective facilities, 70,000 sq. metres) as well as the Chambly operation in Saint Denis (171 units and shops, 25,000 sq. metres).

In the Czech Republic, Prumstav, which generates half its revenue in private sector housing, started the first phase of work on the Koti Hyacint operation (133 units, 19,950 sq. metres) and won a new contract for the Mecholupy 2 operation.

In the United Kingdom, VINCI Construction UK started or continued work on several residential projects in Cambridge (134 apartments with shops), Cardiff (construction of a 380-room student dormitory and a fire station) and the London district of Streatham (250 units, a sports complex and a shopping centre). The company's new contracts included the Battersea retirement village in Greater London (109 houses and community facilities) and a 449-room student dormitory in Nottingham.



Streatham Hub, United Kingdom

In south London, VINCI Construction UK built this urban complex with 250 housing units, a recreation centre (pool, skating rink, sports hall), a Tesco supermarket, a bus terminal and an underground car park.

<



"In an operation in which the infrastructure and the superstructure are intrinsically linked, consistency is critical. In that sense, the presence of a partner like VINCI alongside the programme management - Paris Nord Est for the infrastructure works and Icade for the construction of the housing units - appeared to us to offer a guarantee of project consistency and success."

Patrick François
chairman of Paris Nord Est

Macdonald warehouse, Paris, France

The conversion of the Macdonald warehouse in Paris's 19th *arrondissement* on the edge of the ring road is a major part of the Paris Nord Est urban renewal project, which will create a new neighbourhood in 2015. As part of the vast programme, two consortiums formed by VINCI Construction France built a 550 metre long base over which 1,126 housing units spread over 15 buildings will be built. A 40 metre long "bridge" building was the first structure built to accommodate construction of the light rail line roadbed along the site.



France



Koutio Médipôle, New Caledonia

A consortium led by VINCI Construction France and including SCB and VINCI Energies is building the Koutio medical centre on the outskirts of Nouméa. It will bring together in a single centre the full range of regional hospital services now scattered over four different locations. With a surface area of 100,000 sq. metres on a 12-hectare site, it will have 450 rooms, 600 beds and 12 operating theatres. The design is scalable to accommodate changing healthcare requirements over time. This is the largest public facility ever built in New Caledonia.

100,000
sq. metre floor area

88%
local employees
in the structural works

46 month
completion time



PUBLIC BUILDINGS

Health care

In Mainland France, VINCI Construction France worked on a large number of projects, including: in the Greater Paris area, the new 75,000 sq. metre, 585-bed Lagny-Marne la Vallée hospital and renovation of the Argenteuil hospital complex; in the Greater Lyon area, the 333-bed Vinatier hospital centre (construction / refurbishment of the adult psychiatric facility); in Marseille, the 25,000 sq. metre AP-HM hospital logistics hub; in Savoie, the new 72,000 sq. metre, 670-bed Chambéry hospital; and in the Aube department, the extension of the 17,000 sq. metre, 430-bed Troyes hospital. New contracts included the 19,000 sq. metre, five-level cancer and biology unit of the Besançon hospital centre; the new hospital logistics hub in Belfort built under a partnership contract; the outpatient clinic at Vendin le Vieil in the Pas de Calais department; and the construction of a large number of nursing homes.

In Overseas France, local subsidiary SCB and VINCI Construction France worked in New Caledonia with VINCI Energies, which handled the technical works packages, on the Koutio Médipôle (*see opposite*), the largest public facility ever built in New Caledonia. In Martinique, Sogea Martinique and SIMP began construction of the new 40,000 sq. metre technical centre at the Fort de France teaching hospital, which rests on a system composed of 300 seismic dampers.

In the United Kingdom, VINCI Construction UK worked on a large number of hospital projects, notably under the national ProCure 21+ programme, for which the company is prequalified. The main projects included the Royal Oldham hospital in Manchester, the Lister hospital in Stevenage, the Newnham Court hospital complex and the extension of the Chesterfield hospital in Bristol. New contracts were booked for a 12,650 sq. metre care home for mentally disabled patients in Blackpool, the Countess of Chester hospital in Chester and a new 5,000 sq. metre building at Southmead hospital in Bristol.

In Poland, Warbud worked on several hospital projects, the largest of which is the new 80,000 sq. metre, seven-level, 527-bed paediatric building at the Warsaw school of medicine.

Education

In France, VINCI Construction France began the large project to renovate the eastern sector of the Jussieu campus, comprising 12 buildings with 41,000 sq. metres of laboratories and 28,000 sq. metres of classrooms, lecture halls and offices. During the year it also signed a €416 million partnership contract to restructure three of the five units on the Le Mirail campus in Toulouse. The contract includes the construction of 60,000 sq. metre of new premises including seven lecture halls, a 7,000 sq. metre canopy, 320 housing units for students and young workers, 110 parking spaces and 90,000 sq. metres of sports >

Royal Liverpool University Hospital, United Kingdom

Prequalified under the national ProCure 21+ programme, VINCI Construction UK, working in a consortium with Sir Robert McAlpine, took part in several successive phases of works on this hospital complex. In early 2014, the two partners won a further contract to build a 700-space car park. >



> facilities and outdoor amenities. The work will be completed in 36 months without interrupting university operations. In addition, in the Greater Paris area, VINCI Construction France completed the construction of the 10,700 sq. metre Jean Baptiste Lully conservatory in Puteaux and won the contract to build the new conservatory in the 17th *arrondissement* in Paris. In Guadeloupe, Getelec TP handed over the Capesterre middle school, which now accommodates more than 900 students, at the beginning of the year.

In the United Kingdom, VINCI Construction UK worked on a large number of school and university facilities. The company won the first phase of works on the science and innovation campus at the University of Swansea; the project, with a total value of €450 million, includes the construction of a 65,000 sq. metre research centre on Swansea Bay and 900 student housing units.

In Chad, Sogea-Satom continued the 27,000 sq. metre second phase of works on the new Toukra University.

Functional buildings

In Mainland France, VINCI Construction France was awarded the contract to build the new 30,000 sq. metre regional head office of the judicial police at the Clichy-Batignolles development zone site. The design-build contract includes maintenance of the future offices and has a value of €100 million. The company was also selected to refurbish several buildings belonging to the Ministry of Defence at the Ecole Militaire site. In the French regions, the company won the contracts to build the new courthouses in Bourg en Bresse and Caen.

In new prison buildings, VINCI Construction continued construction of the new Les Baumettes penitentiary in Marseille. In Paris, a consortium led by GTM Bâtiment won the partnership contract to refurbish the La Santé prison. In addition, several tens of PPPs developed by the Adim network were under way in 2013, involving the construction, renovation and maintenance of public buildings – primarily gendarme stations and nursing homes.



Ministry of Finance, N'Djamena, Chad

Sogea-Satom is building the 10-level, 36,000 sq. metre building as general contractor.

In Overseas France, local subsidiaries are building the DEAL and DAAF administrative offices in Guadeloupe and a new administrative detention centre in Mayotte.

In Chad, Sogea-Satom continues the construction of the Ministry of Finance in N'Djamena, a 36,000 sq. metre, 10-level building, as general contractor.

Stadiums and sports facilities

In France, 2013 saw intensive activity in stadiums. VINCI Construction France is building three of the new stadiums that will host UEFA Euro 2016. The first, built under a partnership contract awarded to a VINCI Concessions consortium, is the Allianz Riviera in Nice, inaugurated in September 2013. The second, under the same contractual arrangement, is the new stadium in Bordeaux, with a capacity of 40,000 seats. Work got under way at the end of 2012. It involves substantial resources, with handover scheduled in the spring of 2015. The third is the Grand Stade in Lyon, a project won in 2013 thanks to the strong involvement of the VINCI Construction France teams in the design and financial structuring phase. Construction of the 58,000 seat complex represents a budget of €293 million. The project, which will be completed in 30 months, also calls for substantial resources. Elsewhere, VINCI Construction France will build the Dunkerque Arena (with a modular capacity of

Jussieu university campus, Paris, France

VINCI Construction France is working as general contractor in conjunction with VINCI Energies France to refurbish 12 buildings in the East sector of the campus, which will comprise 41,000 sq. metres of laboratories and 28,000 sq. metres of classrooms, lecture halls and offices.

"The builder has provided the essential element: team spirit. We are all confident that the team – in the broad sense of the term – will put into practice what has started so well on paper."

Alain Marchal
architect, project
management project
director, Groupe-6
(project execution
architect)



New Bordeaux stadium, France

The current phase of the worksite gives only a vague idea of what the future stadium, which will notably host UEFA Euro 2016 football matches, will look like. Designed by Herzog & de Meuron, the firm that designed the Olympic stadium in Beijing, this streamlined structure will break with the "cauldron" concept to achieve a rigorous balance between functionality and site integration. Construction of the new stadium, designed, financed and built by the VINCI and Fayat Groups under a 30-year PPP including maintenance and operation, got under way at the end of 2012 and handover is scheduled in April 2015.



<

Capitol Musical Theatre, Wrocław, Poland

Warbud continued refurbishment and extension work on the theatre built in 1929. The contract included construction of a rehearsal room, cloakrooms, a restaurant, an actors' club and a hotel for touring performers. The auditorium was also renovated and its capacity increased to 1,000 seats.

- > between 1,200 and 10,700 spectators) under a partnership contract signed by VINCI Concessions, and Arena 92, located behind the Grande Arche in La Défense just outside Paris (up to 40,000 spectators in concert configuration).

Other sports facility projects include the extension of the Cité des Loisirs in Courbevoie and the restructuring of the Youri Gararine aquatic centre in Argenteuil, both in the Greater Paris area, and the new Angers and Montauban aquatic centres in the French regions.

On Reunion Island, SBTPC started construction of the 9,400 sq. metre Champ Fleuri aquatic and leisure centre in Saint Denis, the island's first facility of this kind.

In Central Europe, SMP handed over the Prague Aquacentrum Sutka in the Czech Republic. In Poland, Warbud won the contract to build the Aquapark in Koszalin.

In Russia, VINCI Construction Grands Projets won, as part of a consortium, the design-build contract for the Dynamo Moscow stadium. The new facility will include a 27,000-seat stadium, a 12,000 seat multi-purpose hall and a 30,000 sq. metre shopping centre with a multiplex and 730 underground parking spaces. Preparatory work got under way in the autumn of 2013 and handover is scheduled at the end of 2017.

Culture and heritage

In France, in addition to the exceptional Louis Vuitton Foundation operation in the Bois de Boulogne in Paris, two further technically and architecturally outstanding museum buildings were highlights of the year: the MuCEM in Marseille and the Confluences Museum in Lyon (see page 48). Also noteworthy were three high-profile heritage enhancement operations. The first is the comprehensive renovation of the Grand Commun at the Château of Versailles.

The second is the replica of the Chauvet paleolithic cave in the Ardèche region; the VINCI Construction consortium in charge of the 8,500 sq. metre replica with cave paintings is building both the structure of sculpted shotcrete, the prefabricated resin hand-painted panels and the technical works packages, including lighting to reproduce the atmosphere in the cave. The third operation concerns the redevelopment of the first floor of the Eiffel Tower in Paris (see opposite).

Lastly, there was the new contract for the Cité des Civilisations du Vin museum in Bordeaux, which will be built by GTM Bâtiment Aquitaine with Arbonis taking charge of the glued laminated timber frame.

In Poland, Warbud was very active in the cultural sector, continuing or completing the refurbishment works at the Capitol Theatre in Wrocław, the Klasztor Centre in Lublin and the Philharmonic concert halls in Szczecin. In Katowice, the company began construction of the new site for the Polish Radio Symphony Orchestra, which contains two concert halls with seating capacities of 1,800 and 300 respectively and an adjacent congress centre.

On Reunion Island, SBTPC refurbished the Stella Matutina museum in Saint Leu, a 33,000 sq. metre complex at the site of a former sugar factory.

In the United Kingdom, VINCI Construction won the contract to build the new visitor centre at the Stonehenge archaeological site in Wiltshire as well as a light rail system to bring visitors to the site.



"To optimise completion time, we followed the example set by Gustave Eiffel and test-assembled the worksite equipment (lift platform) and structures (metal facade structure) at the premises of our partners."

Jean-Pierre Baron
project manager,
Bateg



Paris

France

Eiffel Tower, Paris, France

Following a design-build competition, VINCI Construction France, as part of a consortium, won the redevelopment of the first level of the Eiffel Tower (architect: Moatti et Rivière). The project primarily involves the reconstruction or refurbishment of the level's three pavilions and the creation of a glass floor and railing around the central opening to give visitors a new "experience of the void". It meets particularly complex technical and safety requirements and required the use of an innovative logistics system (a central platform in addition to a worksite lift) to disrupt the flow of visitors as little as possible.



Large contemporary museums are works of art in their own right. To put the architects' boldest concepts into practice, builders make use of their ability to innovate.

LOUIS VUITTON FOUNDATION

General contracting and integrated expertise

By working as general contractor, VINCI Construction was able to successfully rise to the challenges of this building of unparalleled complexity. The use of BIM with a single reference document database facilitated cooperation with all parties involved. The general contracting arrangement made it possible to optimally integrate expertise and ensure overall management of the project, which was divided into more than 80 works packages. The technical challenges included the 19,000 Ductal® concrete panels of the facades and the 3,600 curved glass panels. Architect: Frank Gehry. >

CONFLUENCE MUSEUM


Bold assembly

Built by VINCI Construction France as part of a consortium, the future Confluences Museum is made up of three elements that were a technical challenge to assemble. First, a 187 metre long architectonic concrete pedestal that will house two auditoriums. With its three piers integrating vertical circulation and its 14 pillars, the base supports the "Cloud", a 6,500 tonne metal frame with a stainless steel skin in which the exhibition spaces will be installed. The "Cloud" will be partly covered by the "Crystal", a dome made up of a metal frame covered with 5,250 sq. metres of glass, where the main entrance will be located. Devoted to science and societies, the Confluence Museum will open in 2014. Architect: Coop Himmelb(l)au. >

MuCEM

Ode to concrete

A symbol of Marseille's renewal, the museum was officially opened in the spring of 2013. It pushes the limits of contemporary concrete. Its structure and the concrete filigree lace that covers the southern and western facades, as well as the 115 metre footbridge connecting the building with the Fort Saint Jean, were made of post-tensioned ultra-high performance fibre reinforced concrete (UHPFRC), which gives the building its extraordinarily delicate structure. The building's other standout feature is its 309 branching pillars. The structural work was carried out by VINCI Construction France and Freyssinet, which specialises in complex structures and concrete stressing techniques. Architect: Rudy Ricciotti. <

 MuCEM, Marseille.



FOCUS

The building
as a work of art

Louis Vuitton
Foundation, Paris



Confluence
Museum, Lyon

Civil engineering

EARTHWORKS, TRANSPORT INFRASTRUCTURE

In mainland France, the year's main worksite was the SEA HSL. Infrastructure works reached peak activity along the entire 302 km of new line between Tours and Bordeaux and the 38 km of connecting lines. In 2013 the 8,000 people working on the project included more than 2,500 employees of the Major Projects division, Soletanche Freyssinet and the VINCI Construction France civil engineering entities (*see opposite*).

VINCI Construction also continued work on a 7.5 km works package of the East Europe HSL (phase 2) project between Baudrecourt and Vendenheim, in which a number of its companies (Dodin Campenon Bernard, VINCI Construction Terrassement, GTM Alsace and GTM Lorraine) are taking part.



In road infrastructure, VINCI Construction Terrassement worked on the A43, RD120 (as part of a consortium with Eurovia) and A304 projects. The A304, carried out by a consortium made up of Dodin Campenon Bernard, GTM Lorraine and Eurovia, involves the construction of a 23.5 km motorway section in the Ardennes to extend the A34 towards Belgium. In the Greater Paris area, VINCI Construction, working in a consortium with Eurovia and VINCI Energies, won the contract to build the cut-and-cover RN19 bypass at Boissy Saint Léger, which will relieve a traffic black spot in the southeastern part of the Paris region.

In the Morbihan region, VINCI Construction will be working under a 28-year partnership contract to build an underpass in Vannes that will relieve traffic on the Kerino swing bridge over the port channel. The project includes the construction of a 250 metre covered section, connections with the road network, a car park, port dredging works and the development of a sediment treatment centre.



Coastal highway, Reunion Island

VINCI Construction will be working in a consortium to build four sections of a dual 3-lane causeway with a total length of 3,600 metres and a 5,400 metre offshore viaduct, France's longest, between Saint Denis and La Possession along the coast.



SEA HSL, France

With its 302 km new line and 38 km of connecting lines, the SEA HSL between Tours and Bordeaux is currently the largest infrastructure project under way in Europe. Concession company LISEA, in which VINCI Concessions is the main shareholder, is programme manager and the work is being carried out by the COSEA construction joint venture led by VINCI Construction, which includes Eurovia, VINCI Energies and other companies operating in the railway sector. Most of the work done in 2013 involved infrastructure. By the end of the year, the earthworks, which total 68 cu. metres of excavation and overburden stripping, had been more than 80% completed and over 200 of the 430 standard and 27 major engineering structures had been built. During the year, the two construction staging bases (Nouâtre and Villognon) were also completed, from which the first track-laying operations are set to start in 2014.





"This is an urban worksite with very little storage space and many companies working concurrently. This is the first time I have overseen so many people and since they come from five different companies, it is very important to ensure cohesion."

Laurent Daubenfeld
foreman,
GTM TP Lyon



CEVA railway line, Switzerland-France

Two Soletanche Bachy subsidiaries (Soletanche Bachy France and Sif Groutbor) and three VINCI Construction France subsidiaries (Chantiers Modernes Rhône-Alpes, GTM TP Lyon and CBR TP) are taking part in the construction of the CEVA railway line being built for the Swiss Federal Railways (CFF) and the State of Geneva. The 16 km line, of which 14 km are located in Switzerland, will link the Cornavin station in the centre of Geneva with the station in Annemasse (Haute Savoie department) in France. Group companies are in charge of four of the 10 infrastructure works packages, including 3.7 km of cut-and-cover tunnels in Switzerland and two underground stations. The project requires 131,000 sq. metres of diaphragm walls, 800,000 cu. metres of earthworks, 255,000 cu. metres of concrete and 25,000 tonnes of reinforcing steel.



> **In Overseas France,** highlights of the year included two new major contracts won on Reunion Island for the new Coastal Highway, a €1.25 billion project that involves VINCI Construction and other groups. As part of this project, SBTPC (VINCI Construction Dom-Tom) and VINCI Construction Terrassement will be working in a consortium to build four sections of a dual three-lane causeway with a total length of 3,600 metres as well as an interchange (*also see the Bridges section*). SBTPC also continued work to strengthen and widen the runways at Roland Garros International Airport in Saint Denis.

In Martinique, Sogea Martinique will be working in a consortium with Eurovia to build the infrastructure for the island's new bus rapid transit system under a partnership contract awarded to VINCI Concessions. In New Caledonia, Dumez-GTM Calédonie continued the 88-hectare earthworks project for the Paddon estate in Paita, which will accommodate an industrial park and 390 residential plots.

In Switzerland, VINCI Construction France and Soletanche Bachy are taking part in the construction of the CEVA (Cornavin-Eaux Vives-Annemasse) rail line, for which they are building 3.7 km of cut-and-cover tunnels and two underground stations.

In the United Kingdom, Taylor Woodrow, the civil engineering division of VINCI Construction UK, was very active in works for the London underground, for which it continued renovation of the Tottenham Court Road, Victoria and Nottingham stations, and in several Crossrail project worksites (Connaught tunnel, Liverpool Street, Whitechapel, Royal Victoria Dock Portal), to which a new contract with a value of £98 million for the western Crossrail stations was added. VINCI Construction UK also continued the second phase of the Nottingham light rail construction project under a PPP and the refurbishment of Pier 1 in the south terminal of London Gatwick Airport, in an extension of the substantial number of projects the company had previously carried out at the airport.

In Slovakia, SMP completed a series of structures along the D3 motorway and won, in a consortium with Eurovia, a further contract to build railway bridges over the Danube in Bratislava.



Nottingham tram, United Kingdom

VINCI Construction UK continued work under a PPP on the second phase of the tram works in Nottingham in the East Midlands.

^

In Russia, VINCI Construction Grands Projets and VINCI Construction Terrassement continued to provide programme management support for the construction of the first 43 km section of the Moscow-Saint Petersburg motorway, a project for which VINCI Concessions is programme manager.

In Romania, VINCI Construction will be working under a PPP contract awarded to a VINCI-led consortium at the end of the year to build a 54 km section (Comarnic-Brasov) of the A3 motorway that will cross the Carpathian mountain chain. The work includes construction of three interchanges, 39 engineering structures and three dual-tube tunnels with a combined length of 19.4 km.

In Tajikistan, VINCI Construction Grands Projets, in a consortium with VINCI Airports, which is providing programme management support, began construction of the new terminal at the international airport in the capital, Dushanbe. In addition to the design-build construction of the terminal building, the contract includes installation of equipment and operating systems.

Lusail light rail, Qatar

QDVC, the subsidiary created by VINCI Construction Grands Projets and Qatari Diar, completed the civil engineering work on the underground portion of the light rail system in Lusail, the new city north of the capital Doha, in 2013.

<

>

> **In Qatar**, joint Qatari Diar (51%) and VINCI Construction Grands Projets (49%) subsidiary QDVC completed the civil engineering work on the underground portion of the light rail system in the new city of Lusail. QDVC also won a €204 million contract covering the underground civil engineering work for the metro in the capital city of Doha, a 13.8 km dual-tube line that will link the city with the airport.

In Africa, the many road projects on which Sogea-Satom worked included: in Chad, the 110 km Koumra-Sarh (including two bridges of 50 and 68 metres length respectively) and 92 km Sarh-Kyabe highways; in Burundi, the RN15 highway between Gitega and Ngozi (81 km, including 950,000 cu. metres of earthworks); in Burkina Faso, the 122 km Sakoinsé-Boromo section of the RN1; in the Republic of Guinea, the 128 km Beyla-N'Zérékoré highway built as part of the Simandou mining project in the forested part of Guinea; and in Equatorial Guinea,

the 84 km Bata-Ayak N'Tang highway built in synergy with VINCI Construction Terrassement.

In the airport sector, Sogea-Satom continued rehabilitation and extension work on the aprons and taxiways at Zanzibar airport, after renovating the runways in previous years, and was awarded the €33 million contract to build the airport in Sibiti, 300 km west of Brazzaville in the Republic of the Congo.

Two earthworks projects were also carried out in conjunction with hydro-agricultural developments: one, in Burkina Faso, was in the Dî district; the other, in Senegal, is designed to develop rice-growing capacity in the Senegal River delta by upgrading the existing canals and building an additional canal (4.6 million cu. metres of earthworks) and a variety of hydraulic structures.

In Trinidad and Tobago, VINCI Construction Grands Projets completed the third phase of the Churchill-Roosevelt/Uriah Butler motorway interchange, after completing the first two phases in previous years.

In Cambodia, Cambodia Airports (VINCI Airports) awarded the contract to extend and renovate the Phnom Penh and Siem Reap airports to a consortium led by VINCI Construction Grands Projets. The works will double the capacity of the two airports. The value of the contract is nearly €80 million.



Dushanbe Airport, Tajikistan

VINCI Construction Grands Projets, working in a consortium with VINCI Airports, is building the new terminal at the Dushanbe international airport. In addition to the design and construction of the building, the contract includes installation of equipment and operating systems.





Africa

Zanzibar,
Tanzania

Zanzibar Airport, Tanzania

The government of Tanzania, with World Bank funding, awarded the contract to refurbish and extend the existing aprons and taxiways at the airport in Zanzibar to Sogea-Satom. An additional taxiway will be built to connect with the runway extended by the Sogea-Satom teams in 2009. The goal is to continue to upgrade the airport and build a new 70,000 sq. metre aircraft parking area to accommodate wide-bodied aircraft. The work, which will take 21 months to complete, have a value of €35 million. Following renovation of the runway in record time in 2009, this is the company's second contract in the archipelago, a major tourist destination off the coast near the capital of Dar Es Salaam.

"Our teams are very international and multi-cultural. On this project, we have people of seven different nationalities. In addition to speaking the language, it is important to understand the culture of the country in order to adapt to the requirements of our clients."

Frédéric Morin
project director,
Sogea-Satom





Paris Bridge, Beauvais, France [^]
 Sogea Picardie (VINCI Construction France) deconstructed and reconstructed the 120 metre long curved structure built in 1949, installing a new metal deck.

consortium will make it possible to prefabricate more than 95% of the structures on shore and then install them offshore. The work on the viaduct has a value of €715 million.

In Cameroon, Sogea-Satom and Soletanche Bachy worked in a consortium with Campenon Bernard and Sogea TPI to win a €129 million contract to build a bridge that will add capacity to an existing bridge over the Wouri River in Douala. The 760 metre long, slightly curved bridge will be VINCI's first major engineering structure in Africa.

In Panama, VINCI Construction Grands Projets began work on the Atlantic Bridge over the Canal near the city of Colon. The 1,050 metre long structure will have a 530 metre central span, 212 metre high towers and a 75 metre clearance to allow the passage of large container ships through the widened canal. The project includes construction of the access viaducts with a combined length of 2 km and roads to connect the bridge to the existing road network.

In the United States, VINCI Construction Grands Projets, working in a consortium, started work on the East End Crossing project, which straddles Indiana and Kentucky, under VINCI's first PPP in that country (*see opposite*).

BRIDGES

In mainland France, VINCI Construction started work on the 193 metre Sormonne Viaduct on the A304 motorway and continued work on the 1,319 metre SEA HSL viaduct over the Dordogne. In Bordeaux, the Jacques Chaban Delmas lift bridge, with a 117 metre, 2,500 tonne central span rising 53 metres above the Garonne to accommodate large ships, was opened to traffic. VINCI Construction France initiated or continued work on the Cavaillon viaduct in the Vaucluse region, a 695 metre long crossing over the Durance River; the Schuman Bridge in Lyon, a double bow-string type bridge over the Saône; the Izeron Bridge in the Isère and the Paris Bridge in Beauvais.

On Reunion Island, the road bridge over the Saint Etienne River, a composite steel and concrete structure with a length of nearly 700 metres, for which Dodin Campenon Bernard coordinated construction, was handed over in 2013. In addition, VINCI Construction Grands Projets and Dodin Campenon Bernard will be working in a consortium to build a 5,400 metre long offshore viaduct, France's longest, along the coast between Saint Denis and La Possession for the new Coastal Highway. The technical solution developed by the



Bridge over the Wouri River, Cameroon

The first large engineering structure built by VINCI Construction in Africa, the 760 metre long slightly curved bridge will add capacity to another bridge across the Wouri River in Douala. ^v





Ohio East End Crossing, United States

Under a PPP won by a VINCI Concessions led consortium, VINCI Construction Grands Projets will be working in a joint venture with Walsh Construction to carry out the work on the East End Crossing, a motorway link between Indiana and Kentucky. The major structure will be a 762 metre cable stayed bridge across the Ohio River. The project also includes construction of a dual-tube tunnel with a length of 512 metres, 19 standard engineering structures and work to improve the road network and associated infrastructure.



Croix Rouse Tunnels, Lyon, France

A consortium led by Dodin Campenon Bernard and including four other VINCI Construction companies renovated the 1.7 km Croix Rouse road tunnel under a design-build contract and built a new tube parallel to the existing one, which is devoted to sustainable transport modes. With a width of 10 metres, the new structure carries a bicycle lane, a bus rapid transit lane and a pedestrian lane. Ventilation, surveillance and lighting were designed to provide comfort for users. An innovative light animation is projected onto the ceiling to mitigate the potentially anxiety-producing effect of tunnels.





Lee Tunnel, United Kingdom

VINCI Construction Grands Projets and Soletanche Bachy are working in a consortium to build a 7 km long, nearly 9 metre diameter tunnel to collect rainwater runoff and wastewater in the eastern part of Greater London.

TUNNELS

In France, a consortium including five VINCI Construction companies completed the Croix Rouse tunnel renovation project in Lyon after building a second tube to carry sustainable transport modes (buses, bicycles, pedestrians). Also in Lyon, VINCI Construction completed the extension of metro Line B to the Oullins station (with a 1.4 km tunnel bored under the bed of the Rhône River); in the Greater Paris area, the extension of Line 12 of the metro between Porte de la Chapelle and Mairie d'Auber-villiers; and in Marseille, the Prado Sud cut-and-cover tunnel, a 1,500 metre long road tunnel with dual superimposed two-lane carriageways that extends the Prado Carénage tunnel toward the southern part of the city.

On the East European HSL project, Dodin Campenon Bernard completed the construction of the second Saverne tunnel tube. As part of a consortium, the company also began work on the Romanche-Gavet project, EDF's largest hydroelectric development in France, where it is building a 9,200 metre headrace. In a major order won during the year, it was awarded, in a consortium including VINCI Construction

France and others, a contract with a value of nearly €320 million to carry out the underground works (works package 1) for Line B of the metro in Rennes (8 km of tunnels, 9 stations and 4 emergency shafts).

In the Benelux, VINCI Construction Grands Projets completed the civil engineering work for the new 16.2 km Liefkenshoek rail link (more than half of which runs underground) under the port and the Escaut River. In Amsterdam, it handed over the new Coentunnel, the underwater road tunnel that doubles the capacity of the existing tunnel, and then began renovation work on the latter.

In the United Kingdom as part of the huge Lee Tunnel project designed to collect rainwater runoff and wastewater in the eastern part of the Greater London area, VINCI Construction Grands Projets and Soletanche Bachy worked in a consortium to build a 7 km long, nearly 9 m diameter tunnel, which was completed in early 2014. As part of the same project, the two partners won two further contracts to build a new shaft and a transfer structure with a combined value of €57 million. They also continued work on two stations (Liverpool Street and Whitechapel) along the future Crossrail express link.

In Sweden, VINCI Construction Grands Projets finished boring the second tube (5,500 metres) of a dual rail tunnel in the Hallandsås rock terrain, under particularly difficult conditions.

In Egypt, VINCI Construction Grands Projets, which has been involved in the construction of the Cairo metro for more than three decades, won a new €40 million contract to extend Line 3 (phase 2) between the Al Ahram and Haroun stations.

In Chile, at the site of the El Teniente Mine, the world's largest underground copper mine, VINCI Construction Grands Projets and Soletanche Bachy continued work on the Nuevo Nivel Mina (new mine level) project. It involves blasting two 9 km tunnels at an altitude of 1,500 metres, one for personnel and the other to remove ore.

In Hong Kong, VINCI Construction Grands Projets started work on the new Shatin to Central Link (contract 1103) of the metro system. The contract covers blasting of a 2,475 metre tunnel and the boring, by mud pressure stabilised TBM, of a 1,400 metre, 7.4 metre diameter dual tube tunnel.

PORT AND MARINE WORKS

In France, VINCI Construction France and Soletanche Freyssinet companies joined forces on several port projects. Work in this sector expanded in 2013 with the signature by the VINCI Group of a €256 million partnership contract to replace 29 manually operated dams on the Aisne and Meuse Rivers with automated structures as part of the French inland waterway upgrade programme. The work, which will take six and a half years to complete, will be carried out by a consortium comprising four VINCI Construction France companies – EMCC (lead), Tournaud, GTM Halle and CBR TP.

In Africa, Sogea Satom won a new contract in synergy with other VINCI Construction entities to extend the port of Cotonou in Benin (see page 64) and continued the construction of a third container berth in the port of Lomé, Togo, involving 1.9 million cu. metres of dredging and the construction of a 450 linear metre quay wall.



NUCLEAR CIVIL ENGINEERING

In France, at the Cadarache site in the south of the country, a consortium made up of a majority of VINCI Construction companies started civil engineering work on the Tokamak reactor building, which is part of the Iter international nuclear fusion research and engineering programme. The cylinder-shaped building is 28 metres in diameter, 29 metres high and weighs 23,000 tonnes. Together with the two adjacent ancillary structures it will form a 120 metre long, 80 metre wide and 80 metre high reinforced concrete structure.

In Ukraine, Novarka, the 50-50 consortium bringing together VINCI Construction Grands Projets (lead) and Bouygues Travaux Publics, continued construction work on the confinement structure over the damaged reactor and its sarcophagus in Chernobyl.

In the United Kingdom, VINCI Construction UK took part in the major Sellafield upgrade project, in which Nuvia (Soletanche Freyssinet) is also involved.



Iter project, Cadarache, France

VINCI Construction carried out the development work for the future Iter complex and will also build the Tokamak reactor building where nuclear fusion experiments will be conducted.

<



Europe



Chernobyl
Ukraine

Chernobyl confinement, Ukraine

The Novarka consortium led by VINCI Construction Grands Projets is building the 108 metre high, 162 metre long metal arch with a span of 257 metres that will cover the damaged reactor and the existing sarcophagus at the Chernobyl nuclear power plant. Assembled in an area 300 metres from the reactor, the new confinement will be equipped with a dismantling tool and then slid into position by hydraulic jacks. The work is being carried out in compliance with highly stringent radiation protection rules. It should be completed by 2016.

1993

date of the first call for ideas,
won by VINCI Construction

108

metres high

the equivalent of
a 30-storey building

100 years

period during which the arch
will remain in operation





"In this type of project, it is essential to avoid challenging the design during the execution phase. For this reason we worked with the Degrémont teams for a full year to obtain a very precise structural design before starting work."

Jacques Thomazeau
director, major
structures agency
Sogea IDF GC



Achères

France

Seine Aval wastewater treatment plant, Achères, France

The Seine Aval facility in the Greater Paris area is Europe's largest wastewater treatment plant. After building a new nitrification-denitrification plant to treat nitrogen pollution in the 2000s, VINCI Construction France is currently taking part in the overhaul of the site, which will be carried out in stages until 2021. The Group's companies are working in a consortium with Degrémont, responsible for the process part of the project, to renovate the pre-treatment unit (which sieves, de-sands and de-oils wastewater) and carrying out the civil engineering works for all biological treatment trains. The plant remains in operation throughout the works.

HYDRAULIC ENGINEERING

In mainland France, regional VINCI Construction France entities worked on a large number of pipeline and utility network diversion projects in connection with urban development (light rail) and railway (SEA, East high-speed line, Nîmes-Montpellier bypass) projects. In large hydraulic engineering projects in the Greater Paris area, they continued construction of a 50,000 cu. metre drinking water reservoir (R7) in Villejuif, overhaul of the Seine-Aval plant in Achères (pretreatment unit and new biological treatment trains), the largest wastewater treatment plant in Europe, and the renovation of the Saint Cyr l'Ecole plant. In the regions, they won two new contracts for the Sables d'Olonne site (Finfarine production plant) and Greater Reims (Couraux water treatment unit, under a public private partnership).

In Overseas France, VINCI Construction completed the construction of the drinking water plant and associated structures in Matiti, French Guiana, and started work on the new Saint Joseph wastewater treatment plant on Reunion Island.

In the Czech Republic, SMP CZ, working in a consortium, won the contract to renovate and extend the central wastewater treatment plant in Prague (total amount of the contract: €223 million, of which €94 million for VINCI Construction), as well as the €31 million contract for the wastewater treatment plant in the city of Plzen.

In Egypt, VINCI Construction Grands Projets continued work on the new Assiut Barrage on the Nile designed to regulate the course of the river, provide irrigation and generate electricity by means of four turbines with capacities of 8 MW each.

In Africa, Sogea-Satom's expansion in hydraulic engineering works was reflected in a large number of projects including: in Morocco, construction of a lift station, a pretreatment station, a sea outfall and a variety of facilities in the Casablanca region under a €39 million contract; in Gabon, construction of a 2,000 cu. metre water



Prague wastewater treatment plant, Czech Republic

SMP CZ is lead company in the consortium that is extending and renovating the central wastewater treatment plant in the Czech capital. The work will get under way in the first half of 2014 and handover is scheduled at the end of 2017.

tower in Libreville and reinforcement of the municipal drinking water system (laying of a 1,200 mm diameter cast iron pipeline over a distance of more than 32 km and construction of overhead crossings and 200 small hydraulic engineering structures); in Cameroon, extension of a raw water treatment and drinking water production plant in Yaoundé; in Madagascar, the second phase of construction of the Ambatovy dams for a mining site in the centre of the country (12 earthen dams and six control dams with a combined length of 2,420 metres and an average height of 20 metres); and lastly, in Uganda, the new contracts to upgrade the two drinking water production plants in Kampala, the capital, and lay 30 km of collector mains to extend the coverage of the city's sewer system.

In the international market, VINCI Construction Grands Projets, which is stepping up its operations in the water sector, carried out several projects to improve water treatment and drinking water distribution in Jamaica, the Faisalabad region of Pakistan and the Trincomalee region of Sri Lanka. The company is also working on the wastewater collection, transfer and treatment systems of five cities (Monte Cristi, Neiba, Azua, San Jose de Ocoa and San Cristobal) in the Dominican Republic. The project covers laying of 500 km of pipelines and construction of eight treatment plants and six pumping stations.

WASTE TO ENERGY

In addition to the specific expertise implemented by VINCI Environnement, VINCI Construction companies handle civil engineering works for waste treatment plants. Several projects of this type were carried out in 2013 in France, the United Kingdom (plant in Cornwall for Sita UK) and Poland.

**Port of Cotonou,
Benin**

Operating in Africa for more than 80 years, Sogea-Satom builds new-generation port infrastructure to support the continent's strong economic growth. It builds on synergies with VINCI Construction's specialist subsidiaries to deliver turnkey projects.

BENIN

Port of Cotonou

Sogea-Satom and Soletanche Bachy have been participating for several years in the port extension works. Following a first project for the Millennium Challenge Account (construction of a 300 linear metre sand trap, extension of a quay, roadworks) and then a second for Bénin Terminal, the concessionaire of the new container terminal (south quay platform), Sogea-Satom, as part of a consortium, won the contract in 2013 for work to increase the capacity of the south quay (dredging and widening of the channel, the entry channel and inner harbours; 230 metre extension of a harbour wall). Funded by the West African Development Bank, Benin banks and the Autonomous Port of Cotonou, the project has a value of €46.1 million.

CÔTE D'IVOIRE

Abidjan fishing port

The consortium formed by Sogea-Satom, EMCC and Dredging International won the contract to build the quay of the fishing port. The works, valued at €37 million, include demolition of some existing equipment, dredging works to secure the foundation of the future quay platform and the creation of a 1,200 metre sheet-piled quay, as well as development of the dockside area. The project will provide the fishing industry with 7.2 hectares of additional space.





FOCUS

Major port works in Africa

Port of Lomé, Togo.

TOGO

Port of Lomé

Soletanche Bachy, Sogea-Satom and EMCC are building the third container berth in the port of Lomé, Togo for Bolloré Africa Logistics. The works involve creating a 450 metre long quay wall using the "combi-wall" method (steel tubes and sheet piling). Its construction will require 1,900,000 cu. metres of dredging works.

With this extension, Togo will have one of the most efficient ports in West Africa, capable of handling the latest generation of container ships and encouraging the development of transshipment operations in the direction of neighbouring ports. ▲

Specialist activities



BBVA Bancomer tower, Mexico City, Mexico Soletanche Bachy's Mexican subsidiary Cimesa built 24,000 sq. metres of perimeter diaphragm walls (width: 1 metre), barrettes (up to 50 metres depth and 1 metre width) and 156 circular piles (1.40 metre diameter, 40 metre depth) for the foundations of this tower.

GROUND TECHNOLOGIES

Soletanche Bachy employed its specialised expertise in special foundations and underground works on more than 4,640 projects across all construction sectors in 2013. The main projects include:

- transport infrastructure: in France, the T6 light rail system in Viroflay and the underground bypass on the RN125 at Saint B at Arlos; in Switzerland, the CEVA rail line; in the United Kingdom, the Crossrail project in London; in Asia, the Central Wan Chai Bypass and the metro structures in Hong Kong, the Singapore metro and the Kuala Lumpur metro in Malaysia;
- port infrastructure: projects in Lom , Togo, Terminal 3 in the port of Jebel Ali in Dubai, Puerto Brisa in Colombia, Seven Islands in Canada, Montevideo in Uruguay and the tunnel in the port of Miami in the United States;



Lego plant, Nyiregyh za, Hungary HBM (Soletanche Bachy) built the foundations of the new Lego plant in eastern Hungary, installing more than 50 km of reinforced concrete piles and 7,000 cu. metres of pile heads.

- major hydraulic structures: the Lee Tunnel in the United Kingdom, the Al Hoceima dam in Morocco and the Wolf Creek dam in the United States (for which Soletanche Bachy is building a 1,200 metre long diaphragm wall to a depth of up to 85 metres);
- mining: the El Teniente tunnels in Chile;
- building: in Hungary, the new Lego Group plant in Nyiregyh za; in Mexico, the BBVA Bancomer and Mitikah 2 towers in Mexico City; in Singapore, the National Art Gallery and the Duo towers; in the United States, the Provo Temple in Utah.

New orders included the extension of the metro in Marseille, the light rail in Nice and the extensions of the port of Cherbourg and the East Port on Reunion Island in France; the Lodz light rail in Poland; the Wolf Creek Nuclear Discharge project in the United States; the additional phases of the Lee Tunnel project in the United Kingdom; the Wouri Bridge in Cameroon; the Mall of the Emirates car park in Dubai; the Reforma 509 tower in Mexico; the construction of a port jetty for Siemens in Argentina; the Macao bridge, the Xiqu Opera and metro line SCL 1112 in Hong Kong; phases 2 and 3 of the Saigon Center in Ho Chi Minh City, Vietnam; and the Ikea and Boustead shopping centres in Kuala Lumpur, Malaysia.



Asia

Hong Kong,
China

Central Wan Chai Bypass, Hong Kong

Bachy Soletanche Group Limited completed the foundation works for the Central Wan Chai Bypass, a 4 km underground expressway connecting Central and Causeway Bay in Hong Kong, in September 2013. The contract covered the construction, in three phases, of 61,000 sq. metres (87,000 cu. metres) of diaphragm walls and barrettes. The work was carried out from temporary platforms that were accessible only from the sea. At peak activity, up to 200 people were operating two hydrofraise drilling machines, nine dump trucks, eight cranes and 10 barges.

- > **Menard** carried out more than 750 soil reinforcement and ground improvement projects. The main ones were: a second road bridge over the Firth of Forth in Scotland; the Porto di Vado container terminal in Genoa, Italy; the thermal power plant in Jeddah and the Yanbu 3 steam plant in Saudi Arabia; the SARB, Jumana and Bluewater islands and the Pointe Palm Jumeirah in the United Arab Emirates; the Prologis and Goya Foods logistics hubs in the United States; Vancouver international airport; the Shell Quest Carbon project and the Northfield bridge in Gracefield, Canada; Terminal 3 at the Jakarta airport in Indonesia; the Ichthys LNG project and the Barangaroo waterfront renewal project in Australia; and the Christchurch wastewater treatment plant in New Zealand.

New contracts notably included the Bexhill-Hastings road in the United Kingdom, the SEA HSL in France and the Tsawwassen Mills Mall in British Columbia, Canada.

STRUCTURES

Terre Armée (retaining structures and pre-cast arches) carried out 980 projects. The main projects were: the SEA HSL in France (with the construction of eight Terre Armée® structures, a first on a high-speed rail line); the extension of the Pamplona motorway in Spain; the Grand Parkway project in Texas, the Ohio River Bridges and the extension of the Fort Lauderdale, Fla. airport in the United States; the Antucoya mine in Chile; the Bahia de Todos os Santos expressway in Salvador, Brazil; and the WA Gateway project in Perth, Australia.

Freyssinet worked on 5,400 projects in more than 100 countries. Projects notably included: the Haliç bridge in Turkey, La Poya bridge in Switzerland, Dammam bridge in Saudi Arabia and Carrizio bridge in Mexico; the Briman tanks in Saudi Arabia and Tangshan tanks in China; the repair of the MLC tower in Australia; several prestressed floor projects in Singapore; and renovation of the Puymorens tunnel in France.

The main new orders were for cable stays on the third Bosphorus Strait bridge in Turkey (which should enable Freyssinet to set a new world record for a cable-stayed bridge span following that of the Russky Island bridge in 2012); the viaducts along Line 1 of the metro in Ho Chi Minh City, Vietnam; and the repair of bridges in Mexico (Coatzacoalcos), Poland (Grota) and Macedonia (13 structures).

NUCLEAR

Nuvia worked primarily, in France, on the nuclear sites of Dampierre, Penly and Cruas (logistics), Fessenheim (design and construction of installations) and decommissioning projects at sites such as Cadarache, Marcoule, Creys-Malville and La Hague. In Italy, the company continued decommissioning work at the Ispra site. In the United Kingdom, Nuvia Ltd has been participating for several years in the Silos Direct Encapsulation (SDP) programme at the Sellafield site. The company worked on a number of other projects in the United Kingdom (B30 Export, RB tank in Trawsfynydd), Bulgaria (Kozloduy Programme Management) and several Nordic countries (nuclear medicine).



Barangaroo waterfront, Sydney, Australia

Menard Bachy, the joint Menard - Soletanche Bachy subsidiary in Australia, built a 13,000 sq. metre diaphragm wall and installed 650 ground anchors at one of the world's largest waterfront development projects. The works got under way in November 2011 and were completed in April 2013.

<



"The keys to success on this project are site enhancement and modern construction techniques: ultra-compact cable stays to streamline the structure, prefabrication and lifting for efficient construction."

Martin Duroyon
works director,
Freyssinet



Haliç Bridge, Istanbul, Turkey

Freyssinet completed the work on the fourth bridge over the Golden Horn estuary in Istanbul in 2013. The company fabricated and installed the cable stays, prestressing and abutments and lifted the segments. The 919 metre long bridge, situated at a historic site, will extend a metro line by linking two tunnels on opposite sides of the estuary.

Europe





Geocean Protis barge

Geoshipping, a subsidiary of Geocean (Entrepose Contracting) invested in a new barge, called Geocean Protis, in 2013. It was modified in Singapore and equipped with a comprehensive pipeline laying system and a 520 tonne crane. The 120 metre long, 33 metre wide barge has a displacement capacity of 12,000 tonnes and can accommodate 240 people. Transported by submersible barge to Benin, it began working on the Seme oilfield redevelopment project in Beninese waters in January 2014.

OIL AND GAS INFRASTRUCTURE

Entrepose Contracting, the VINCI Construction division specialising in the oil & gas infrastructure sector, works via its subsidiaries Spiecapag in pipelines, Geocean in marine works, Entrepose Projets in design and construction of cryogenic storage tanks and Geostock in underground storage of liquid, liquefied and gaseous hydrocarbons.

Pipelines and marine works. In Papua New Guinea, Spiecapag continued the largest project in its history, which reached peak activity in 2013: the construction of a 450 km gas pipeline for ExxonMobil. The project included, in addition to the engineering and construction of the gas pipeline itself, the installation of related equipment (optical fibre, power lines) and the construction of some 20 km of access roads, in a mountainous and swampy area that is for the most part devoid of infrastructure. Despite the extreme conditions and unfavourable weather, the project was nearing completion at the end of 2013.

Spiecapag signed two further gas pipeline construction contracts during the year. One is in France for GRT Gaz (63 km between the Marne and Aube departments, including a microtunnel under the Seine River). The second is in Bolivia for Total (a 142 km gas pipeline and three flow lines), as part of the development of the Incahuasi gas field. In shallow offshore pipeline works, Geocean won the major Sapetro Bénin contract covering production and treatment facilities in the Seme field. The Benin government decided to re-start production at the field, which is located in 30 metre deep Beninese waters near the border with Nigeria. Work on the project is set for completion in the summer of 2014.

Tanks. Entrepose Projets often works in synergy with VINCI Construction Grands Projets in the cryogenic tank market. The two partners began the major Wheatstone project in Australia and at the end of the year they won a contract of comparable volume in Russia, in northern Siberia (see page 74). Entrepose Projets also continued construction work on three tanks (with unit capacities of 190,000 cu. metres) in the Dunkerque tanker terminal and on three 60,000 cu. metre crude oil tanks at the West Qurna 2 oilfield near Basra, Iraq.



Jurong Rock Caverns, Singapore

Geostock (Entrepose Contracting) is participating in the construction of Southeast Asia's first deep hydrocarbon storage site, five caverns excavated under the seafloor near Jurong Island.

Underground storage. In this buoyant market, Geostock won two major contracts in late 2013 and early 2014. The first covers construction of an LPG mined cavern storage site in Ningbo, China with a capacity of 2 million cu. metres. The second, won by Banyan Caverns Storage Services (a consortium in which Geostock holds a 35% interest) covers the first phase of the Jurong Rock Caverns project in Singapore. Under this €115 million contract the consortium will be responsible for operating and maintaining the site for 15 years and Geostock will handle design, programme management support and installation of the storage site, which will comprise five deep excavated caverns.

Lastly, Entrepose Contracting worked in about 20 countries - primarily in Europe, Africa and the Middle East - on a variety of oil and gas infrastructure construction, renovation and maintenance projects.



PNG LNG project, Papua New Guinea

Spiecapag (Entrepose Contracting), which had previously built an oil pipeline in Papua New Guinea, won the ExxonMobil contract to build a 450 km gas pipeline linking a new gas field located at an altitude of 2,800 metres in the centre of the country with the coast. The project built its own access road in swampy and mountainous terrain and in very difficult weather conditions, and set up a comprehensive supply chain. The worksite employed 600 expatriates, 500 highly qualified workers from Papua New Guinea and 1,900 workers recruited in the villages along the route of the pipeline. At the end of 2013, the main pipeline had been completed.

3,000
people working on the site at peak activity

10
million hours worked without lost time accident in one year

6.9
million tonnes of gas produced and transported every year from the new field.



"Each team met every morning to discuss safety issues. We don't start work without first analysing the risks with all the men."

Jean-Claude Van de Wiele
managing director of Spiecapag



ENVIRONMENT

VINCI Environnement, the subsidiary specialising in waste and fume treatment and drinking water and wastewater plants, combines its engineering and process expertise with that of the other VINCI Construction civil engineering entities.

Water treatment. On Reunion Island, VINCI Environnement worked with Sogea Réunion to design and implement the treatment process at the new Saint Joseph wastewater treatment plant (water stream, sludge stream and odour treatment). In Belgium, a consortium including VINCI Environnement won the contract to renovate the second-largest wastewater treatment plant in Brussels, which will be one of the largest in Europe to use membrane filtration.

Waste to energy. In France, VINCI Environnement commissioned the multi-stream Vernea facility in Clermont Ferrand, the second largest of its type in France. The company also began to upgrade the Toulon waste to energy plant and won new orders for the sites in Rochefort, Tarbes and Montargis.

In the United Kingdom, VINCI Environnement will be working with VINCI Construction UK to build the new Sita UK waste to energy plant in Cornwall. In Poland, the company worked in synergy with Warbud to start modernisation works at the Olawa site in the southeastern part of the country, where it will, among other things, be rolling out the new methanisation and dehydration process. In Belgium, it won the contract to build new thermal and fume treatment lines at the Charleroi waste to energy unit.



Vernea facility, Clermont Ferrand, France

VINCI Environnement commissioned the new multi-stream waste treatment and recycling facility in Clermont Ferrand. It has a capacity of 21.5 tonnes per hour. This first multi-stream facility was entirely built by VINCI Construction, from civil engineering to process.

>



SPECIALIST ACTIVITIES

Combining the expertise of its specialised oil & gas infrastructure division Entrepouse Projects and that of VINCI Construction Grands Projets in major civil engineering projects, VINCI Construction delivers the full range of capabilities required to build liquefied natural gas tanks.

Wheatstone project,
Australia



AUSTRALIA

Wheatstone project

Entrepouse Contracting and VINCI Construction Grands Projets, which have built about 30 LNG tanks in some 10 countries over the past 20 years, have been working for Chevron on the Wheatstone project since 2013. In a consortium with an Australian company, the two partners are responsible for engineering, procurement and construction of two double-walled liquefied natural gas storage tanks with a unit capacity of 150,000 cu. metres and two condensate storage tanks with a unit capacity of 120,000 cu. metres. The project is located in Pilbara, Western Australia. The work got under way at the site in July 2013 and should be is set for completion in 2016. >





FOCUS

Expertise synergies
for LNG tanks



Yamal project, Russia

RUSSIA

Yamal project

Yamal LNG, held by Novatek, Total and CNPC, awarded the contract to build four reinforced-integrity cryogenic tanks with a capacity of 160,000 cu. metres each to Entrepote Projects and VINCI Construction Grands Projets. The project is part of a natural gas liquefaction complex with a capacity of 16.5 million tonnes, which will

exploit the South Tambey gas field on the Yamal Peninsula in northern Siberia. To meet a very tight construction schedule, first works at the site - installation of worksite bases and workshops, foundations dug in permafrost - got under way immediately after the contract was signed.

^

- Local subsidiary networks
- Specialist activities
- Management and execution of complex projects

A

- Aannemingen Van Wellen n.v.
- ABO Supply
- ACTP
- ADIM
- ADIM Côte d'Azur Var
- ADIM Est
- ADIM IDF
- ADIM Languedoc-Roussillon
- ADIM Lyon
- ADIM Nord-Picardie
- ADIM Normandie-Centre
- ADIM Ouest
- ADIM PACA
- ADIM Régions
- ADIM Sud-Ouest
- ADIM Sud Provence Languedoc-Roussillon
- ADIM Urban
- Advanced Foundation Solutions (AFS)
- Advanced Foundations Systems Inc.
- Aerolac
- AGRA Foundations Limited
- Alga Spa
- Amart s.a./n.v.
- APS Alkon a.s.
- Arene
- Asia Pacific Solutions (APS)
- Asia Pacific Solutions Ltd
- Ateliers Mainponte
- AMT Emballages

B

- Bachy Belgique
- Bachy Fondaco Caraibes
- Bachy Soletanche Group Construction Malaysia SDN BHD
- Bachy Soletanche Group Ltd
- Bachy Soletanche Ltd
- Bachy Soletanche Macau
- Bachy Soletanche Philippines
- Bachy Soletanche Singapore PTE Ltd
- Bachy Soletanche Vietnam Co Ltd
- BAGECI
- Baggerwerken Decloedt en Zoon n.v.
- Balineau SA
- Barbaz
- Barriquand
- Bateg
- Belgian product & services
- Benelmat
- Birmingham Foundation Solutions
- Bessac Andina
- Bessac Inc
- BET LE Joncour
- Bewehrte Erde
- BOTTA Méditerranée
- Botte Fondations
- Bourdarios
- Bourgeois
- BPI Polska
- BPI s.a./n.v.

C

- Brantegem n.v.
- Bud-Inz. Sp. z o.o.
- B.U.T. Menard Geosystems Indonesia
- BVT DYNIV GmbH
- C-Power
- C.A.P.
- C3B
- CA 2B Dominguez
- Caillaud Lamellé Collé
- Campenon Bernard Bâtiment Rhône-Alpes
- Campenon Bernard Construction
- Campenon Bernard Côte d'Azur
- Campenon Bernard Dodin Ingénierie
- Campenon Bernard Franche-Comté
- Campenon Bernard Industrie
- Campenon Bernard Management
- Campenon Bernard Méditerranée
- Campenon Bernard Provence
- Campenon Bernard Régions
- Campenon Bernard Sud-Est
- Campenon Bernard TP Côte d'Azur
- Campenon Bernard Var
- Candet Engineering Construction
- Cardaillac
- CBCI
- CBDA
- CBR TP
- Central Parc
- CETRA
- Chaillan TP
- CHALLENGER Special Oil Services
- Chantiers Modernes BTP
- Chantiers Modernes Construction
- Chantiers Modernes Rhône-Alpes
- Chantiers Modernes Sud
- Chantiers Modernes Sud-Ouest
- Chanzy Pardoux
- Charles Queyras TP
- CIE
- Cimentaciones Mexicanas S.A. DE C.V. (CIMESA)
- Claisse
- Claisse Bâtiment
- CLE sa
- CLI
- CMP Dunkerque
- CMPEA
- CMS
- COCA
- COCA Île-de-France
- COCA Sud-Est
- Cofex Île-de-France
- Cofex Littoral
- Cofex Régions
- Cofframat
- COFOR
- Cogit
- Comte
- Conren Ltd
- Construction Management Tunisie
- Corrosion Control Services Ltd
- CQS
- Croizet-Pourty
- CSM Bessac
- CSOD s.r.o
- CTOW n.v.
- CTS Travaux Subaquatiques

D

- Degaine
- Dehe Construction
- Delair-CFD
- DELATTRE BEZONS Nigeria
- Deschiron Océan Indien
- Desgrappes
- DGI Menard Inc
- Diap Shangai Office
- Dodin Campenon Bernard
- Dodin Guadeloupe
- Dodin IDF
- Dodin Réunion
- DPR COSEA
- Druart s.a.
- Ducloux
- Dumez Auvergne
- Dumez Côte d'Azur
- Dumez EPS
- Dumez Île-de-France
- Dumez Maroc
- Dumez Méditerranée
- Dumez Méditerranée Management
- Dumez Monaco
- Dumez Picardie
- Dumez Rhône-Alpes
- Dumez Sud
- Dumez Var
- Dumez-GTM Calédonie
- Dura Piling Botswana (PTY) Ltd
- Dura Soletanche Bachy
- Dura Soletanche Bachy Mozambique
- Dura Zambia
- Dynacoord

E

- EBM
- Ecoterrres France
- Edif Real
- EGC Canalisation
- EITP
- EMCC
- EMEX
- ENGEMA Lignes
- ENGEMA Montage
- ENGEMA Rail
- ENGEMA s.a./n.v.
- Engineering Global Solutions (EGS)
- ENTREPOSE Algérie
- ENTREPOSE Asia
- ENTREPOSE Contracting
- ENTREPOSE Libya
- ENTREPOSE Projets
- ENTREPOSE Services
- Entreprise Lamy
- Entreprise René Castells
- Envinet a.s.
- Envinet Slovensko
- Envirotec Inc
- Eric
- Essor
- ETRC
- ETEC s.a.
- EUCOS
- Europ'Agrégats S.A.S.
- Europile Pälteknik AB
- Extract-Ecoterrres

F

- Far East Dredging Ltd
- Fargeot Lamellé Collé
- Fontec SA
- Fougasse TP
- FPC Asia
- Fratom
- Freyrom
- Freysas
- Freyssima
- Freyssinet - Terra Armada S.A.
- Freyssinet - Tierra Armada CA
- Freyssinet - Tierra Armada de Colombia S.A.
- Freyssinet Adria SI d.o.o.
- Freyssinet Arabian Sea LLC
- Freyssinet Australia
- Freyssinet Belgium N.V.
- Freyssinet Canada Ltee
- Freyssinet Construction Asia
- Freyssinet CS
- Freyssinet de Mexico
- Freyssinet Gulf LLC
- Freyssinet Hong Kong Ltd
- Freyssinet Inc.
- Freyssinet International & Cie
- Freyssinet International Manila Inc.
- Freyssinet Jordan LLC
- Freyssinet Korea Co. Ltd
- Freyssinet Kuwait W.L.L.
- Freyssinet Ltd
- Freyssinet Macau
- Freyssinet Menard India Pvt Ltd
- Freyssinet Menard Northern Emirates LCC
- Freyssinet Menard Qatar WLL
- Freyssinet Menard Saudi Arabia Ltd
- Freyssinet Mndeni (Pty) Ltd
- Freyssinet Middle East LLC
- Freyssinet Nederland B.V.
- Freyssinet New Zealand Ltd
- Freyssinet Ogranak Beograd
- Freyssinet OOO
- Freyssinet Polska Sp. z o.o.
- Freyssinet Posten (Pty) Ltd
- Freyssinet Products Asia
- Freyssinet Products Company (FPC)
- Freyssinet PSC (M) Sdn Bhd
- Freyssinet S.A.
- Freyssinet Suisse
- Freyssinet Thailand
- Freyssinet Tierra Armada Chile S.A.
- Freyssinet Tierra Armada de Panama S.A.
- Freyssinet Tierra Armada Perú S.A.C.
- Freyssinet Vietnam

G

- GAL
- Gauthier
- Gauchoux
- GEKA Bouw b.v.
- GEOCEAN
- Geofundaciones S.A.S
- Geogreen
- Geometric COFOR Ltd
- Geopac
- GeoSea
- Geoshipping
- GEOSTOCK
- GEOSTOCK Asia
- GEOSTOCK Iberia
- GEOSTOCK North America
- GETELEC Rés'eau
- GETELEC TP
- GFWA
- Giletto
- Girard
- Girebat
- GIS
- Global Procurement Solutions (GPS)
- Global Supplychain Services (GSS)
- GRC Kallo n.v.
- Groep Terryr
- GTM Anancy - Pays de Savoie
- GTM Azur
- GTM Bâtiment
- GTM Bâtiment Aquitaine
- GTM Bâtiment Atlantique
- GTM Bâtiment et génie civil
- GTM Environnement
- GTM Génie Civil et Services
- GTM Guadeloupe
- GTM Halle
- GTM Normandie Centre
- GTM Ouest
- GTM Sud
- GTM Sud-Ouest Bâtiment
- GTM Sud-Ouest TP GC
- GTM TP Cote D'Azur
- GTM TP IDF
- GTM TP Lyon
- GTM Travaux Spéciaux
- Gulf Industrial Supply (GIS)

H

- Halle Pays Dolois
- Hardscapes Supply & Consulting LLC
- HBM
- Hebetec Engineering A.G.
- Horizontal Drilling International
- Hydro Soil Services n.v.
- Hydroplus
- Hydroplus Australia Pty Ltd
- Hydroplus Inc.
- Hydroplus Ltda
- Hydroplus South Africa

I

- Immodieze
- International Seaport Dredging PVT Ltd
- IPEM International Port Engineering Management n.v.
- IPRS
- ISC
- ISIS
- IUR

J

- Janin Atlas Inc.
- Jean Lefebvre Pacifique
- Jetgrunn 2000 A/S
- John Jones Excavation
- Jura Métal

K

- Key sourcing

L

- La Parisienne du Bâtiment et des Travaux Publics
- Lainé Delau
- Lang TP
- Lantermoz
- Les Travaux du Midi
- Louis Stevens & Co nv
- LRC
- LSE

M

- Maijoe
- Maintenance et Travaux Spéciaux (MTS)
- Manei - Sogea Atlantique
- March Construction Ltd
- Marengo et Cie
- Martuchou
- Mastran
- MAT Fonctionnelle Ecart
- MBG
- Mc Donnell Piling & Foundations
- MCCF
- MCO
- MCO Services
- Mécatiss
- Méditerranée Préfabrication
- Menard
- Menard Bachy Pty Ltd
- Menard Freyssinet Egypt
- Menard Geosystems Sdn Bhd
- Menard Geosystems Singapore Pte Ltd
- Menard Middle East
- Menard Polska Sp. z o.o.
- Mentor

- Millennium
- MTC
- Muller Travaux Hydrauliques Alsace

N

- Nassbagger- und Tiefbau GmbH
- Navarra Terrassements Spéciaux
- NEQ
- Nicholson Construction Company
- Nizet Entreprise s.a.
- Nofrayane
- Nordsee Nassbagger -und Tiefbau GmbH
- Novelige
- NumRS
- Nuvia
- Nuvia Canada
- Nuvia India Pvt Ltd
- Nuvia Ltd
- Nuvia Nordic AB
- Nuvia Travaux Spéciaux
- NYPHEA Environnement

O

- OAM-DEME Mineralien GmbH
- Ocidim
- Odotechniki
- Osnova-Solsif
- OY Jaennebetoni

P

- Palm Equipment Inc.
- Pannon Freyssinet Ltd
- Pateu et Robert
- Petit
- Pichenot
- Pico Inc
- Pitance
- POA
- PowerAtSea n.v.
- Prumstav
- PSC Freyssinet (S) Pte Ltd
- PT Freyssinet Total Technology
- PT GEOCEAN Indonesia
- PT Inti Fajar Pratama Menard
- PT Soletanche Bachy Indonesia
- Purazur n.v.

Q

- QDVQ

R

- Ratto EVG
- Refco Holdings Inc.
- Reichart
- Reinforced Earth Ltd
- Reinforced Earth (Pty) Ltd
- Reinforced Earth Company Ltd
- Reinforced Earth India Pvt. Ltd
- Reinforced Earth Insaat Proje Ve Ticaret A.S.
- Reinforced Earth Malaysia SDN BHD
- Reinforced Earth Pacific Ltd
- Reinforced Earth Pty Ltd
- Reinforced Earth Pvt. Ltd
- Reinforced Earth (SEA) Pte Ltd
- Remacom n.v.
- Renovenerg
- Rent-A-Port Energy n.v.
- Rent-A-Port n.v.
- Roanne Bâtiment
- Rodio Kronsa SA
- Rodio Swissboring Costa Rica S.A.
- Rodio Swissboring El Salvador S.A.
- Rodio Swissboring Guatemala
- Rodio Swissboring Honduras S.A.
- Rodio Swissboring Nicaragua S.A.
- Rodio Swissboring Panama S.A.
- Roger Bullivant
- Romda LLC

S

- S2R
- Salvarem
- Samas
- Sandia Technologies
- SAT
- SATOB Construction Bois
- SATP - Société Annemassienne de TP
- SBIE
- SBIPB
- SBM TP
- SBMI
- SBSCI
- SBTPC
- Scaldis Salvage & Marine Contractors n.v.
- SGE-C Congo
- Sicra
- Sicra Île-de-France
- Sif Groutbor
- Sigmatec Ingenierie
- SIMP
- Simplex Foundations Ltd
- Slaton Bros. Inc.
- SLCP
- SM Entreprise
- SMELT
- SMP CZ a.s.
- SMS (Stavby Mostov Slovakia a.s.)
- SMTM
- SMTPC
- SNEC
- SNV Maritime
- Sobeas Environnement
- Sobeam
- Soblis
- Socavim

- Societ  Italiana Dragaggi Spa
- Societ  Cal donienne de B timent
- Societ  de Dragage International SDI s.a.
- Societ  Immobili re des 20 arpents
- Socogim
- Socra
- Sodim Caraibes
- Sofipa
- Sogea Atlantique
- Sogea Atlantique BTP
- Sogea Atlantique Hydraulique
- Sogea Bretagne BTP
- Sogea Caroni
- Sogea Centre
- Sogea Est BTP
- Sogea Guyane
- Sogea  le-de-France G nie Civil
- Sogea  le-de-France Hydraulique
- Sogea Maroc
- Sogea Martinique
- Sogea Mayotte
- Sogea Nayel
- Sogea Networks
- Sogea Nord Hydraulique
- Sogea Nord-Ouest
- Sogea Nord-Ouest TP
- Sogea Picardie
- Sogea R union
- Sogea Rh ne-Alpes
- Sogea-Satom
- Sogea-Satom Afrique du Sud
- Sogea-Satom Alg rie
- Sogea-Satom B nin
- Sogea-Satom Burkina Faso
- Sogea-Satom Burundi
- Sogea-Satom Cameroun
- Sogea-Satom C te d'Ivoire
- Sogea-Satom Gabon
- Sogea-Satom Guin e
- Sogea-Satom Guin e  quatoriale
- Sogea-Satom Kenya
- Sogea-Satom Madagascar
- Sogea-Satom Mali
- Sogea-Satom Mozambique
- Sogea-Satom Niger
- Sogea-Satom Ouganda
- Sogea-Satom R publique centrafricaine
- Sogea-Satom R publique d mocratique du Congo
- Sogea-Satom Rwanda
- Sogea-Satom S o Tom 
- Sogea-Satom S n gal
- Sogea-Satom Tanzanie
- Sogea-Satom Tchad
- Sogea-Satom Togo
- Sogea Sud
- Sogea Sud-Ouest Hydraulique
- Sogea TPI
- Sogeforh
- Sog s
- Sogesmaint - CBRE
- Sogesmaint - CBRE Luxembourg
- Sol Environment
- Sol-Expert international
- Soldata Acoustic
- Soldata Asia
- Soldata Geophisic
- Soldata Grontmij V.O.F.
- Soldata Iberia Portugal
- Soldata Iberia S.A.

- Soldata Inc.
- Soldata Limited
- Soldata - Abu Dhabi
- Soldata Pannonia
- Soldata S.A.S.
- Soldata Ukraine
- Soletanche Bachy
- Soletanche Bachy Antilles Guyane
- Soletanche Bachy Argentina sa
- Soletanche Bachy C.A.
- Soletanche Bachy Chile S.A.
- Soletanche Bachy Cimas S.A.
- Soletanche Bachy Dubai Branch
- Soletanche Bachy Fundatii
- Soletanche Bachy International
- Soletanche Bachy LLC
- Soletanche Bachy Netherlands BV
- Soletanche Bachy Pieux
- Soletanche Bachy Qatar
- Soletanche Bachy Tunnels
- Soletanche Bachy Uruguay S.A.
- Soletanche Ceska Republika S.R.O.
- Soletanche Construction Inc.
- Soletanche Freyssinet
- Soletanche Luxembourg S.A.
- Soletanche Polska SP.Z.o.o.
- Soletanche Sam
- Solhydro spol sro
- Solsif Maroc
- SOLUMAT
- Somi
- Sondagens Rodio LDA
- Sonil
- Soretub
- Sotem
- Sotram
- Sotram Construction
- Sotramines
- Southern Pipeline Contractors
- SPIECAPAG
- SPIECAPAG R gions Sud
- SPIECAPAG R union
- SPIECAPAG UK Ltd
- SPLM
- SPPC
- SRC
- SRCA
- STEL SAS
- Stonorgaz
- Structures Engineering
- Structures Geotechnics
- Structures Europe-Afrique
- Structures  le-de-France
- Structures Normandie-Centre
- Structures Ouest
- Structures Sud-Ouest
- Structures Vietnam - Hanoi
- Structures Vietnam - Ho Chi Minh City
- Swissboring Overseas Corporation Ltd

T

- Tabard Construction
- Taylor Woodrow Civil Engineering
- Taylor Woodrow International
- TCI
- Tebecon B.V.
- TEC system
- Technology Centre
- Terra Armada Ltda
- Terra Armata S.r.l.
- Terramundo Ltd
- Terre Arm e B.V.
- Terre Arm e Belgium N.V.
- Terre Arm e Internationale
- Terre Arm e K.K.
- Terre Arm e Romania S.R.L.
- Terre Arm e SAS
- THB
- The Reinforced Earth Company
- The Vibroflotation Group
- Tideway
- Tierra Armada S.A.
- Tierra Armada de Mexico
- Tournaud
- TPC
- TPHR (Travaux Publics Haut-Rhin)
- TPR
- TRA-SABLE
- Tradilor
- Trajeo'H
- Travaux Du Midi Var
- Travaux Jean Rohou Publics
- Triverio Construction
- TSM
- T neles y Colectores S.A.

U

- UGS
- Urban
- Urban Dumez
- U.S. Wick Drain

V

- Van De Maele Multi-Techniek
- Vanderhoydoncks n.v.
- Verazzi
- Verdoia
- Vibro Foundations Ltd
- Vibro Menard
- Vibro Services GmbH
- VINCI Construction Dom-Tom
- VINCI Construction France
- VINCI Construction Lyon
- VINCI Construction France Management Ca
- VINCI Construction France Management Lr
- VINCI Construction France Management Provence
- VINCI Construction France Normandie Centre
- VINCI Construction France Ouest

- VINCI Construction France Sud Management
- VINCI Construction France Sud-Ouest
- VINCI Construction France TP  le-de-France
- VINCI Construction Grands Projets
- VINCI Construction Hellas
- VINCI Construction SI
- VINCI Construction Technology
- VINCI Construction Terrassement
- VINCI Construction UK
- VINCI Environment UK
- VINCI Environment
- VINCI Facilities
- VINCI Monaco
- VMA
- VMA Slovakia
- Voltis s.a.
- Vraco

W

- Warbud Beton Sp. z o.o.
- Warbud SA
- Warbud VINCI Facilities Sp. z o.o.
- Weiler
- Westpile Limited
- WMI

Z

- Z MAKINA Teknolojisi AS
- Zemin Etud ve Tasarım A.S
- Zemin International Kazakhstan Branch
- Zemin Teknolojisi Uluslararası AS
- Zetas
- Zetas AGT MMC Ltd
- Zetas Arabia Foundation Technology
- Zetas AS Branch
- Zetas ATS Foundation
- Zetas Liban



Design and production: Idé Édition. **Editor:** Pierre Salanne. **Translation:** Alto International.

Cover picture: Pascal Le Doaré – SEA HSL Dordogne viaduct.

Photos: Nana Kofi Acquah, Michael Aukett Architects, Baloon Photo, C. Barriquand-Treuille, Luc Benevello, Aline Boros, Jérôme Cabanel, Philippe Caumes, Patrick Chalas, Yves Chanoit, Thierry Chomel, Derek Cooknell, Frédéric Courbet, Augusto Da Silva/Graphix Images, Cyrille Dupont, Jeff Frazier/Aerial Innovations of TN, Inc., Jean-Yves Govin-Sorel, Govin-Sorel/maître d'ouvrage : Fondation Louis Vuitton/architecte : © Gehry Partners LLP and Frank O. Gehry, Olivier Guerrin, P. Guignard/Air-images.net, Michelle Howard, Ines-Interactive, Przemek Kulaga, Pascal Le Doaré, Sébastien Méron/Tikiwaka.com, Samuel Moraud, Fabrice Rambert, X. Renauld, Ethan Rohloff, Éric Sempé, Shine Pix Ltd, Christian Smith, Dominique Thoquet, Stewart Turkington, John Zammit, Laurent Zylberman/Graphix Images, VINCI and subsidiaries photo libraries, all rights reserved.

Printed on Symbol Tatami from sustainably managed forests.



R E A L
S U C C E S S
I S T H E
S U C C E S S
Y O U S H A R E



5 cours Ferdinand-de-Lesseps
F-92851 Rueil-Malmaison Cedex
Tel.: +33 1 47 16 39 00
Fax: + 33 1 47 16 46 26
Internet: www.vinci-construction.com