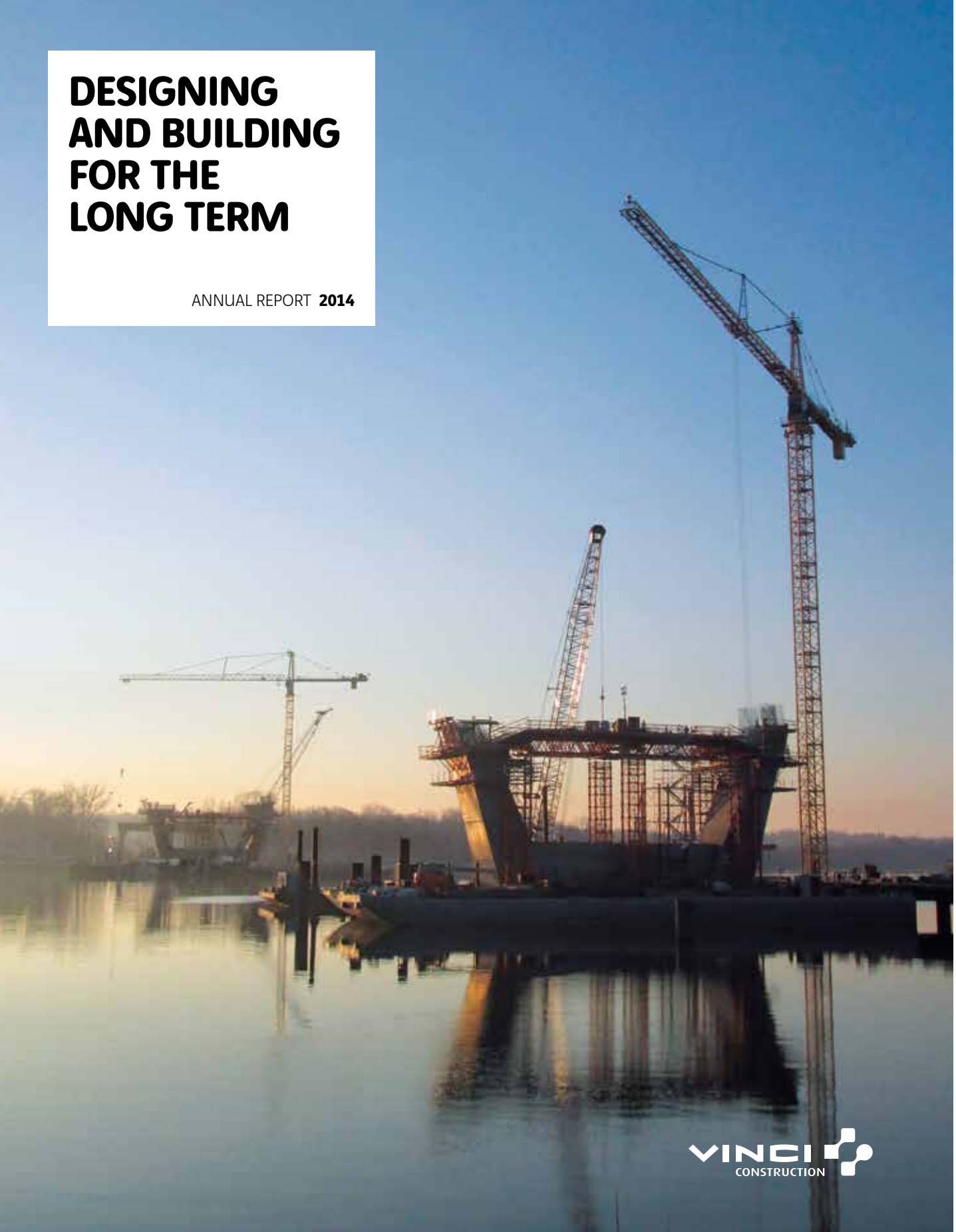
DESIGNING AND BUILDING FOR THE LONG TERM

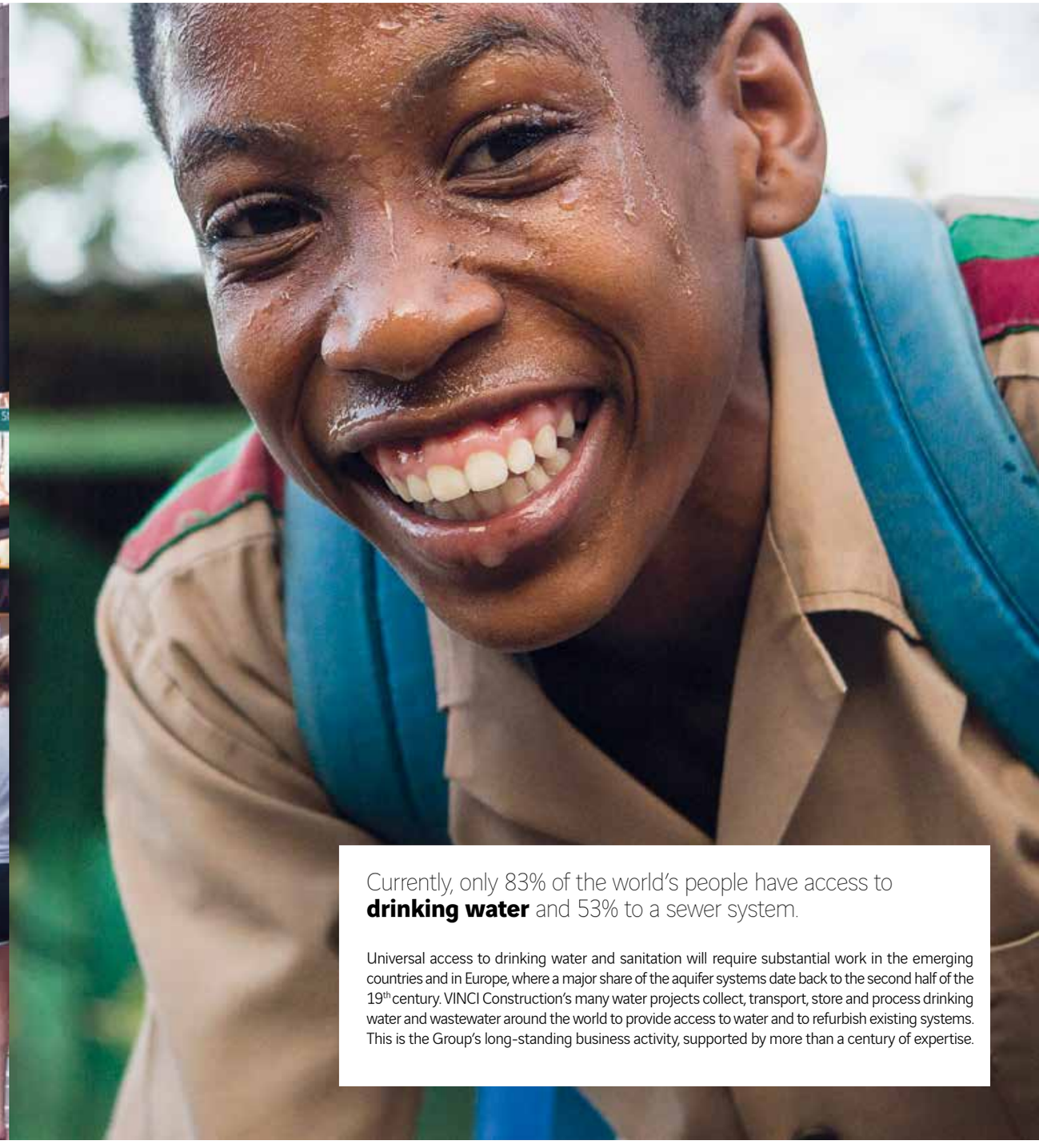
ANNUAL REPORT **2014**



OHIO EAST END CROSSING // UNITED STATES
The Ohio East End Crossing is VINCI's first PPP in the United States. The contract, with an overall value of nearly $1 billion, covers the construction of a motorway linking Indiana and Kentucky and its operation and maintenance for a period of 35 years. It includes a 762-metre cable-stayed bridge over the Ohio River northeast of Louisville; a 512-metre twin-bore tunnel; 19 standard engineering structures; and road network and road infrastructure improvement works. The construction joint venture brings together VINCI Construction Grands Projets and Walsh Construction Company. Other VINCI Construction companies were called in to provide technical expertise: VINCI Construction Terrassement (earthworks), Freyssinet (cable stays), Advitam (instrumentation during the operation and maintenance phase) and Soldata (monitoring during the construction phase).

In 2050, 70% of the world's population of **more than 9 billion people** will live in cities.

To meet the housing needs of the growing population, VINCI Construction devises innovative and economically sound solutions for the city of the future. All aspects of urban life – location, comfort, quality of life, energy consumption and mobility – are included in the endeavour to develop cities in which quality of life and environmental protection are fully attuned. VINCI Construction covers the entire construction process to achieve sustainable solutions that address the major issues of the present and the future.



Currently, only 83% of the world's people have access to **drinking water** and 53% to a sewer system.

Universal access to drinking water and sanitation will require substantial work in the emerging countries and in Europe, where a major share of the aquifer systems date back to the second half of the 19th century. VINCI Construction's many water projects collect, transport, store and process drinking water and wastewater around the world to provide access to water and to refurbish existing systems. This is the Group's long-standing business activity, supported by more than a century of expertise.

If global warming is to be limited to 2°C, world greenhouse gas emissions **must be reduced by 40% to 70%** from their 2010 level by 2050.

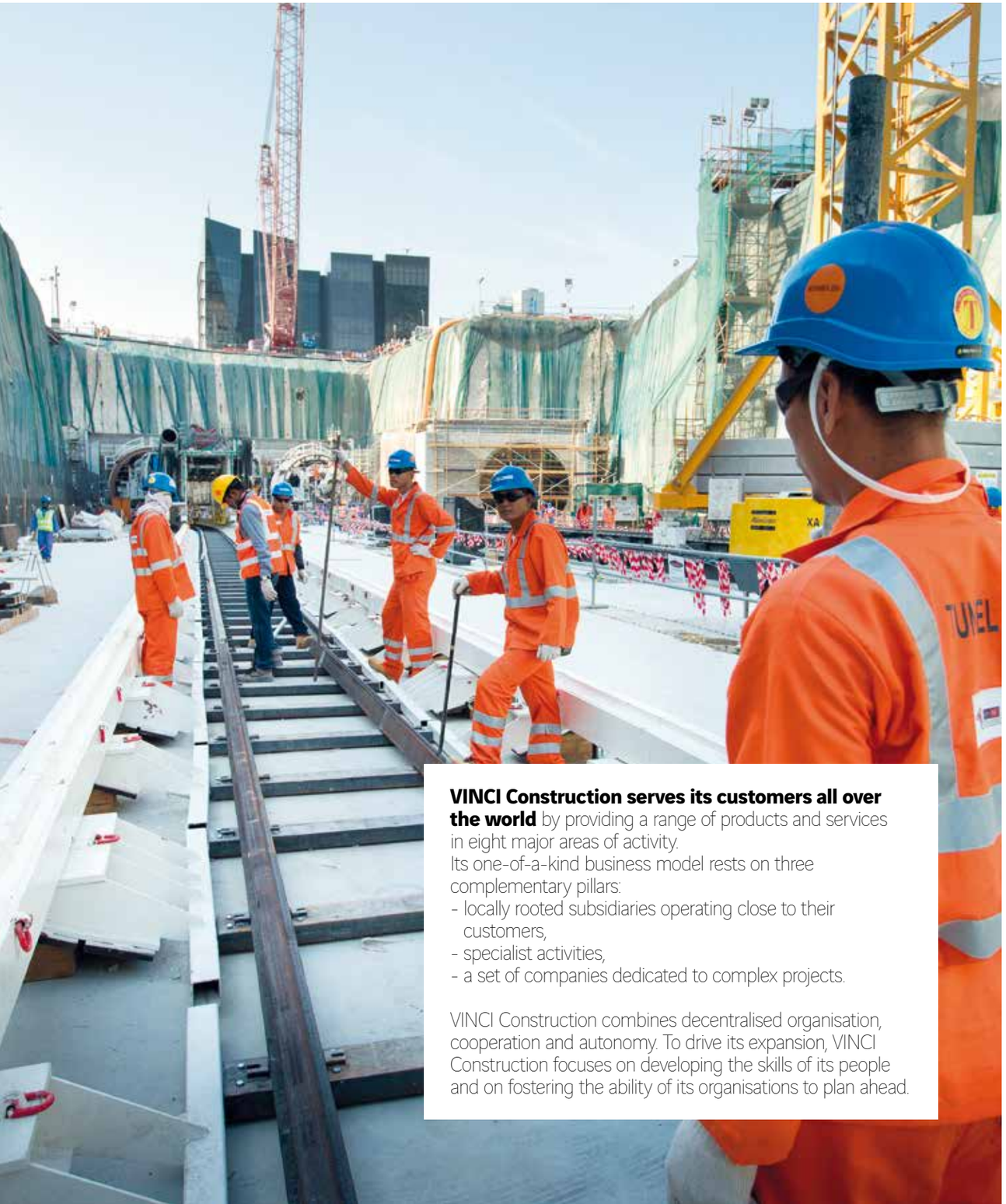
As a responsible builder, VINCI Construction is now expanding its horizons to include neighbourhoods and urban areas. In 2014, it introduced the Blue Fabric range of solutions and services that comprehensively address the challenges facing tomorrow's city. VINCI Construction worked with the scientific community to develop a series of eco-design tools including dynamic thermal simulation, building lifecycle analysis and biodiversity simulation software (Biodistrict). Alongside these tools, it is developing green products and services to support the energy transition.

Around the world, 2.5 billion people still have no access to **basic health care facilities.**

Experience shows that there is no one-size-fits-all health care system. To meet complex needs, each health care facility must be tailored to its local geography, climate, age pyramid and pathologies. VINCI Construction builds on its long-standing experience in health care infrastructure to devise the comprehensive solution that is best suited to each public and private sector client's specific requirements and meets the highest quality, cost and schedule criteria.

By 2050, global mobility and trade **could triple compared to 2000.**

This increase in trade flows and the mobility needs of the growing world population generate economic development but also raise important traffic management, pollution, public health and quality of life issues. To limit the negative effects of growth, VINCI Construction focuses its research and action on sustainable development involving construction of new road and rail infrastructure, development of public transport systems (especially underground), green transport (bicycle, bus, pedestrian, etc.) and optimised intermodality. VINCI Construction teams also offer expertise in inland waterway transport and port and airport infrastructure.



VINCI Construction serves its customers all over the world by providing a range of products and services in eight major areas of activity.
Its one-of-a-kind business model rests on three complementary pillars:
- locally rooted subsidiaries operating close to their customers,
- specialist activities,
- a set of companies dedicated to complex projects.

VINCI Construction combines decentralised organisation, cooperation and autonomy. To drive its expansion, VINCI Construction focuses on developing the skills of its people and on fostering the ability of its organisations to plan ahead.

"The proportion of revenue generated outside Europe increased to nearly 25%, making VINCI Construction the Group's most international business line."

No. 1
construction group in France and a leading construction company worldwide

Operating in over **100** countries on **5** continents

830
companies consolidated

€15,419
million revenue (down 2.8% from 2013)(1)

€625
million EBITDA(2), i.e. 4.1% of revenue

€380
million operating income from ordinary activities, i.e. 2.5% of revenue

24,448
projects around the world

19,653
hires under all types of contract, including 7,616 long-term jobs

68,185
employees, of which 52,584 under permanent contract (in France, unlimited-term contract)

(1) Excluding revenue of companies consolidated by the equity method, including QDVC (2) Cash flow from operations before tax and financing costs

For VINCI Construction, success is far more than economic performance. Success must be built on a strategic long-term human project. **This is what makes our business model unique and underpins the day-to-day benefits we bring to our clients.**

COMBINING ECONOMIC RESULTS AND SOCIAL RESPONSIBILITY

CONTENTS

"L'INNOVATION WILL BE A KEY SUCCESS FACTOR IN FUTURE"

With the economy still in recession, what is your view of 2014 in general and VINCI Construction in particular?
VINCI Construction's overall revenue held steady. The proportion of business activity conducted outside France rose slightly to 25% outside Europe and more than 50% outside France, making VINCI Construction the most international of VINCI's business lines. I am very pleased to see our substantial success in the new international markets, which are genuinely dynamic. Growing internationalisation enables us to offset the decline in activity in Europe, especially the United Kingdom, where our British division encountered difficulties. Volume held steady in our local networks in France and Africa, increased slightly in Central Europe and in Soletanche Freyssinet's specialised businesses and grew even more in our major projects business lines. Ultimately, our margins held up very well.

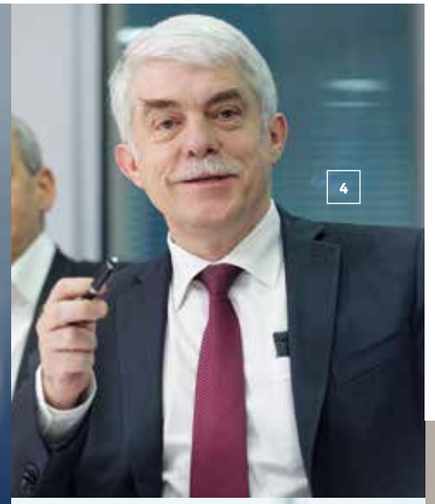
On the Louis Vuitton Foundation and other projects, innovation was the watchword in 2014. Could you explain its crucial importance to VINCI Construction?
Our teams did a brilliant job in rising to the technical and human challenges of the Louis Vuitton Foundation project. Based on sketches by the architect, we managed to complete one of the most complex structures ever built. This was in large part thanks to the major effort made by our engineering team, which used digital technologies to make the initial drawings "buildable". The beautiful high-profile structure illustrates one of the major trends in our markets – increasing complexity. The only way to tackle it, if we are to avoid major cost escalation, is to innovate. Another illustration is our Primméa residential construction offering for first-time homebuyers. We put it together by revisiting the way we do things across the board and developing digital construction, which points to the worksite of the future. We believe that innovation will be a key success factor for VINCI Construction in future, as it already is for our specialist activities. I would add that another way to boost development is to network our expertise and engineering resources in France and around the world.

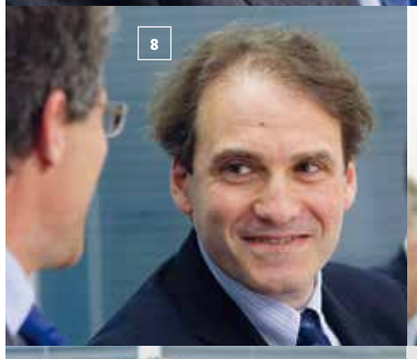
VINCI Construction is already an integrated group. Will it be seeking even greater integration in future?
We intend to step up cross-division operations within VINCI Construction and across VINCI as a whole, while at the same time fostering each entity's momentum and entrepreneurial capacity. We have two major goals: first, convergence of all our systems in the broad sense of the term – IT, to start with, and then management and production systems – to boost our operating efficiency; and second, accelerated convergence and structuring of our solutions and services to raise their visibility and expand our geographical coverage. For example, we can leverage our exceptional experience with turnkey solutions in a large number of countries.

This year, the share of revenue generated outside France exceeded the 50% mark for the first time. Could you describe your international expansion strategy?
International markets offer the best expansion opportunities. Our specialist subsidiaries are therefore very active in international markets and will continue to expand. Similarly, our Major Projects division, which has doubled its volume in the past three years, will continue to expand internationally. Lastly, we will extend our local networks beyond the regions where we are already operating. This was one of our goals when we set up the VINCI Construction International Network to combine international expansion and local roots. We must put ourselves in a better position to meet the needs of our customers all over the world.

What is the outlook in France?
To address the significant contraction in its order backlog in the second half of 2014, VINCI Construction France initiated a reorganisation plan designed to adjust its cost structure and make better use of its resources. However, several factors may rapidly boost order intake: the housing stimulus plan announced by the government, private sector building projects – especially for the retail sector – and the Grand Paris programme. VINCI Construction France is on a very sound footing. It has strong roots in its areas of operation and it has expertise that we will be working to exploit and to export.

"We will accelerate convergence and structuring of our solutions and services to raise their visibility and expand our geographical coverage."





A VINCI Construction Health and Safety Department
Jean-Philippe BRÉOT

B VINCI Construction Information Systems Department
Samir HATIM

C VINCI Construction Communication Department
Manuel SAEZ-PRIETO

"We intend to step up cross-division operations within VINCI Construction and across VINCI as a whole, while at the same time fostering each entity's momentum and entrepreneurial capacity."

MANAGEMENT COMMITTEE

1 **Jérôme STUBLER**
Chairman,
VINCI Construction

2 **Joseph ATTIAS**
Director of Engineering,
VINCI Construction

3 **Gérard BIENFAIT**
Chairman,
VINCI Construction France

4 **Alain BONNOT**
Chairman,
VINCI Construction
Grands Projets

5 **Philippe CHAVENT**
Chairman, VINCI Construction
International Network

6 **André HUBARD**
Director, Central Europe
subsidiaries, Regional Director,
North Africa

7 **Benoît LECINQ**
Chairman, Entrepose

8 **Hervé MELLER**
Human Resources Director,
VINCI Construction

9 **François RAVERY**
Chief Administrative
and Financial Officer,
VINCI Construction

10 **Benoît de RUFFRAY**
Managing Director,
Soletanche Freyssinet*

** From 25 March 2015.*

BRIDGE OVER THE WOURI CAMEROON //
The project will employ more than 500 Cameroonian workers, who will receive specific training; a majority of supervisory staff will be African.

"For VINCI Construction, success must be built on a long-term human project."

€16,080 million
VINCI Construction order book at end 2014 (IAS 31 scope)

64%
of revenue covered by ISO 14001 certification (up from 59% in 2012)

afaq ISO 14001 Environnement AFNOR CERTIFICATION

EQUAL OPPORTUNITIES
18%
of VINCI Construction's managers are women

306,605 hours of training
were provided by the Group's in-house centres, especially CESAME (VINCI Construction France) and the Eugène Freyssinet centre.

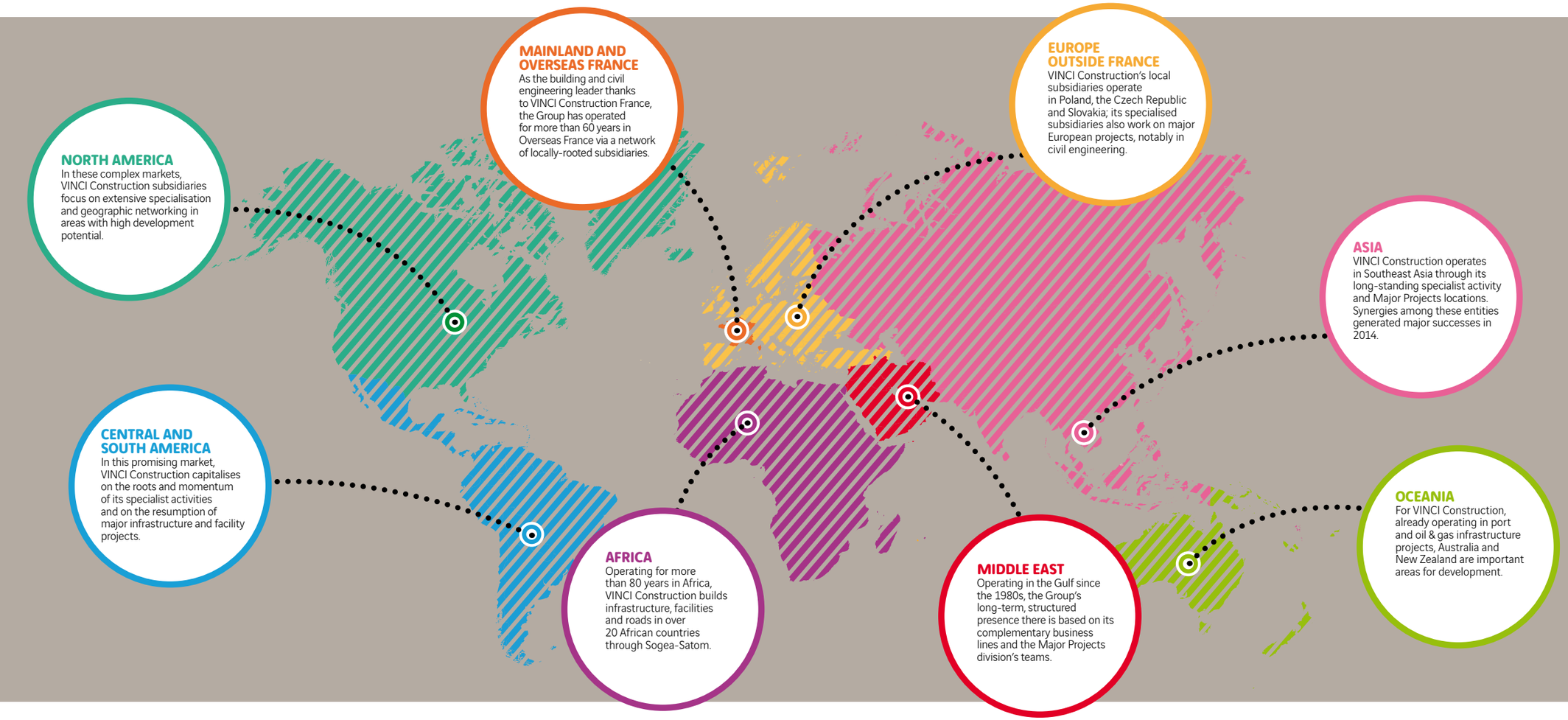
€100,000 /year for three years
provided by VINCI Construction under a partnership agreement with the Endowment Fund for Biodiversity (FDB)

INNOVATION
1,774 patents
filed by VINCI Construction companies active at the end of 2014

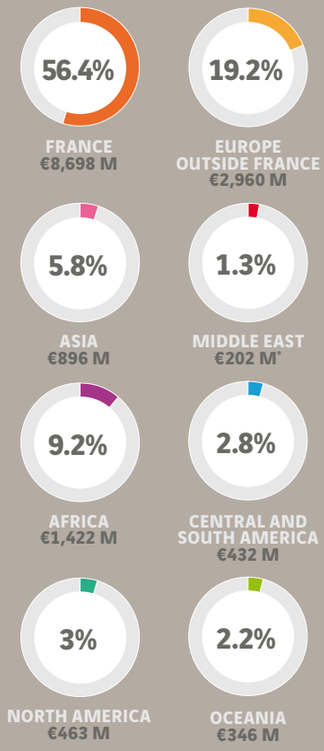
1st International Safety Week
In 2014, VINCI Construction enlisted its employees and partners around the world in a reaffirmation of its safety ambition: zero accidents on its worksites

LOCAL SKILLS
4 million
hours of work integration on the SEA HSL project

SOLIDARITY
28 projects supported in Africa through ISSA (Sogea Satom Initiatives for Africa), with €440.5 million in funding



REVENUE BY GEOGRAPHICAL AREA (AS A %)



*excl. QDVC

A BUSINESS MODEL FOCUSED ON THE NEEDS OF OUR CLIENTS

As the leading group in France and an international benchmark in construction, VINCI Construction brings together more than 800 companies around the world. Its organisation rests on three complementary pillars.

• **A network of local subsidiaries.** VINCI Construction operates through a network of subsidiaries with strong roots in their geographical areas. This presence, boosted by the recruitment of local managers and employees, gives the Group in-depth familiarity with the specific features of its local markets and the expectations of its clients.

• **A Major Projects division dedicated to management and implementation of complex projects.** Within VINCI Construction, the division manages major and complex projects in France and abroad. The Group's companies operate alone in the countries where a local network has not yet been developed, and in synergy with the Group's local companies and specialised subsidiaries where a network exists.

• **Subsidiaries providing specialist business activities.** The Group works through its specialised subsidiaries to develop strong, distinctive business expertise in geotechnical, structural, nuclear, oil & gas, environmental and marine engineering.

This unrivalled range of expertise enables the Group to take a global approach to every project, control quality, costs and schedules and provide a single upstream and downstream client interface.

MEETING TOMORROW'S CHALLENGES: A SHARED GOAL

VINCI Construction's development has a triple focus: **internationalisation, distinctive solutions and services and Smart Value creation.** Development is centred first and foremost on listening to clients, meeting their needs and expectations and supporting them throughout their projects.

Teaching hospital in Fort de France // Martinique
The design-build contract for the hospital's new technical facility was awarded to a joint venture that included VINCI Construction subsidiaries Sogea Martinique (lead company) and SIMP as well as Freyssinet. It covers the construction of a new building with a surface area of 40,000 m². To keep the hospital running in the event of an earthquake, the structure is built on 300 isolation bearings that separate it completely from its foundations.

Metro // Singapore
On the strength of its longstanding roots in the region and its innovative offering, Soletanche Freyssinet subsidiaries won several contracts on the new Thomson Line project (see also page 43).

VINCI Construction's ambition is to become the undisputed benchmark in construction. To achieve it, the Group is focused on three goals.

TARGETED GEOGRAPHICAL EXPANSION

The Group plans to reinforce and consolidate its locations in Europe and Africa and at the same time continue its expansion in other parts of the world to support growth in economically dynamic countries. Several studies – such as Global Construction 2020, published by Global Construction Perspectives and Oxford Economics – have highlighted the fact that the construction market in the emerging countries is expected to double between now and 2020 to €6,700 billion, or about 55% of the world market. VINCI Construction will continue to expand in a coordinated framework and a controlled fashion along three parallel tracks: its network of local subsidiaries, especially in Latin America, Southeast Asia and Oceania; its specialised subsidiaries in oil & gas, ground technologies and structural and nuclear engineering, with the stated goal of becoming local leaders in these business activities; and its major projects division.

CREATING STANDOUT SOLUTIONS AND SERVICES

The world faces major challenges such as population growth, climate change and depletion of fossil energies that call for a structural response. VINCI Construction intends to develop compelling, concrete solutions to enable its clients to meet these challenges. To do this, the Group plans to structure its internal expertise based on the skills it has acquired, step up its marketing and expand its R&D effort to develop innovative solutions, either alone or with industrial partners.
Several recent offers illustrate this strategy. One example is Primméa, a very affordably priced housing solution made possible by a complete overhaul of the design and construction process; another is FreyssiWind for wind turbines. Other offers are being developed in sectors such as sports facilities and health care infrastructure.

CREATING SMART VALUE

From the first sketches and scale models to the start of operations, construction is a lengthy process involving a wide range of factors – technical, contractual and human – and many different stages. Smart value focuses on three major objectives to add value throughout the entire construction process.
First, developing engineering capabilities, especially in-house, in order to optimise bids and projects through innovation, R&D, 3D technologies and BIM (Building Information Modelling). The goal is also to expand productivity by rolling out the Orchestra management system. Lastly, VINCI Construction plans to boost its operations as early on in the project as possible, by cultivating excellence in client relations and boosting innovation in its bids on projects (including their financing).
This Smart Value – which could be described as intelligence serving value creation – is thus not limited to technical issues; it includes dialogue with stakeholders, a proactive approach to environmental issues and the introduction of work integration and civic engagement programmes. This process is reflected in the expanded use of public private partnerships, in which the Group operates increasingly early in the project chain.

CONSOLIDATING OUR POSITIONS IN MOST OF OUR MARKETS

Notwithstanding the economic slowdown, VINCI Construction continued to expand internationally in most of its business activities. **Capitalising on its synergies,** the Group booked substantial orders and completed projects that are emblematic of its expertise. Once again, VINCI Construction succeeded in demonstrating its **ability to support clients,** especially in complex projects. For all these reasons, it can look confidently to the future.

Grand Stade in Lyon // France
Work began on the project in August 2013. The nearly 45-hectare complex will host sports events, concerts and many other events and will accommodate the training centre of Olympique Lyonnais and a new urban development hub. It is designed to become a vibrant multi-purpose facility operating throughout the year.

Ravine du Chaudron Bridges // Reunion island
Operating in a partnership, SBTPC (VINCI Construction Dom-Tom) and Dodin Campenon Bernard built the two prestressed slab bridges over the Chaudron ravine. The structure will improve traffic flow in all weather conditions, even during the cyclone season.

In an economy that remains sluggish in the wake of the recession, VINCI Construction managed to limit the contraction of its volume. Revenue came in at €15.4 billion on a like-for-like basis, down 2.8% from 2013. The CFE company, which accounted for 5.9% of its activity, was deconsolidated after VINCI Construction scaled back its holding from 47% to 12% at the end of 2013.

Revenue generated in France across all VINCI Construction divisions declined 4.6% to €8.7 billion. Some of the change (2.7%) is due to the completion of Group's work on the SEA project, which generated revenue of €939 million for all Group companies in 2014 compared to €1.2 billion in 2013.

The proportion of revenue generated outside France rose to 44%. Growth was stepped up outside Europe, where the Group now generates 25% of its activity. VINCI Construction is de facto the most international of VINCI's business units.

NETWORKS OF LOCAL SUBSIDIARIES

VINCI Construction France recorded a slight decline in revenue in 2014 (3.7%), following the increase of 27% between 2010 and 2013 as a result of its winning iconic projects such as the SEA high-speed rail line and the Louis Vuitton Foundation.

In building, which accounts for 70.2% of volume, revenue declined 3% over the year, primarily as a result of the recession in the housing market, and stood at €4.6 billion. The company worked on a total of 3,751 building projects.

Civil engineering represents 17.7% of VINCI Construction France's volume. It contracted by 11% in 2014, with revenue coming in at €1.2 billion.

Hydraulic works, consisting mainly of a large number of local projects, generated revenue of nearly €0.5 billion. Several major projects, including the renovation of the Seine-Aval wastewater treatment plant's pre-treatment line in Achères *(see page 65)* nevertheless demonstrated VINCI Construction France's ability to handle large hydraulic works.

Specialist activities at VINCI Construction France, primarily offered by VINCI Environnement, recorded strong growth of 31% and generated revenue of €0.3 billion. The subsidiary worked on projects in Mainland France as well as on Reunion Island (Saint Joseph wastewater treatment plant), Belgium (Brussels-South treatment plant) and the United Kingdom *(see page 77)*.

VINCI Construction Dom-Tom maintained a good level of activity (€0.6 billion) on the back of public orders for health care and educational facilities, social housing and water treatment plants. The flagship New Coastal Highway project on Reunion Island got under way during the year *(see page 40)*.

VINCI Construction UK recorded a sharp decline in volume (down 14.6% to €1.3 billion) as a result of its restructuring plan, which was aimed at rapidly cutting losses due to difficulties encountered primarily on the Nottingham light rail project. The reorganisation should produce a rapid increase in profitability. The business environment in which VINCI Construction UK operates remains buoyant overall, sustained by the growing UK economy.

In the Central Europe subsidiaries in Poland, the Czech Republic and Slovakia, volume increased (1% at constant exchange rate) following several years of decline. Building activity remained brisk at Warbud in Poland and Průmstav in the Czech Republic *(see pages 47, 53 and 55)*.

REVENUE BY BUSINESS SECTOR (AS A %)

◄ Second World War Museum // Poland
In an example of synergies, Warbud is taking part in the construction of the building in Gdańsk as part of a joint venture. Soletanche Polska built the special foundations.

► Dî agricultural project // Burkina Faso
The irrigation network, built by Sogea-Satom in close cooperation with the local population, irrigates more than 2,300 hectares of crops.

WA Gateway // Australia
On the major road infrastructure project, The Reinforced Earth Company (RECo) Australia, a subsidiary of Terre Armée (Soletanche Freyssinet), won the contract to design and supply more than 30,000 m² of Reinforced Earth® walls. Delivery of the panels should be completed by the end of April 2015.

S8 Expressway // Poland
Menard Polska (Soletanche Freyssinet) consolidated the soil in several sections of this expressway, one of the country's largest roadworks projects.

La Pepa Bridge // Spain
In the southern city of Cadiz, Freyssinet Spain teams have been installing the cable stays on the structure since June 2013. The 540-metre cable-stayed structure, with a central span standing 69 metres above the water, will be the second crossing over the Bay of Cadiz.

Sogea-Satom maintained a high level of activity (€1.1 billion). Its markets remain buoyant, with flat growth in direct public financing (without public institutions) and private-sector investment offset by an increase in funding from traditional large international institutions.
Sogea-Satom's expertise was particularly in evidence in civil engineering. Work got under way on the second bridge over the Wouri River in Douala, Cameroon, in conjunction with other VINCI Construction companies *(see page 38)*.
Many road and street refurbishment and new-build projects bore witness to the company's strength in the roadworks sector, especially in Niger, Togo, Equatorial Guinea and the Republic of Congo.
In port works, Sogea-Satom demonstrated its know-how in synergy with other Group entities in such countries as Côte d'Ivoire, where it has resumed operations, and Benin.

SPECIALIST ACTIVITIES

Soletanche Freyssinet

Soletanche Freyssinet confirmed its strength, boosting activity by 4.9%. It grew by 12.7% in France and did brisk business in Europe, especially Central Europe. Growth was spectacular in Africa but remained fairly stable in the rest of the world market. Order intake was exceptional at over €3 billion in 2014. The order backlog also inceased sharply and now exceeds 10 months of activity. In addition to a major acquisition that enables Soletanche Freyssinet to consolidate 100% of Freyssinet Spain's South American subsidiaries, the Group continued to pursue a targeted acquisitions policy in structures with The Neel Company in the U.S. and in nuclear activities with S.E.A. and MED in Germany.

Soletanche Bachy (foundations and ground technologies) turned in revenue essentially unchanged from 2013 (up 0.7%). It performed well in France, its Turkish subsidiary Zetas increased its volume, notably abroad, and CSM Bessac, which specialises in tunnels, also grew. This did not, however suffice to completely offset the decline in Asia and the Gulf. Poland, Romania and Hungary recorded major successes.

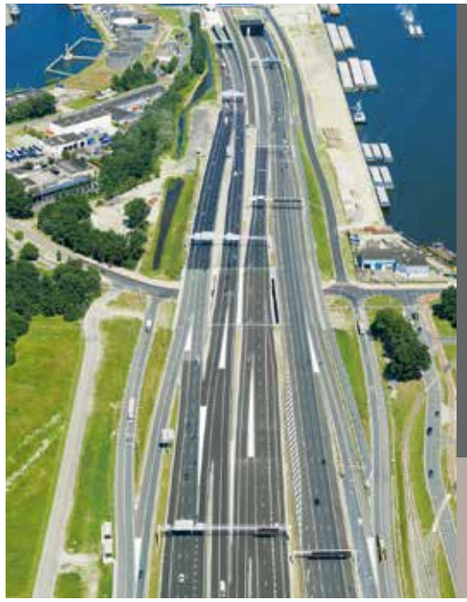
Menard (ground reinforcement and improvement) recorded revenue growth of 2%, thanks to buoyant activity in France and the Middle East and growth in Oceania. The trend is favourable in France, Poland and North America, where the subsidiary continues to expand from its new offices in Philadelphia, Wellington and Houston. The company also recorded its first successes in Latin America (Colombia and Mexico) in synergy with Soletanche Bachy.

Freyssinet (specialised civil engineering) turned in a very good year, with growth coming in at 13.8%. Across all its geographical areas, the company's business activity is rapidly expanding, driven by the United Kingdom (Hammersmith phase 2), Central and Eastern Europe and the Middle East, as well as Mexico, which had a record year, doubling its activity thanks to structural repair contracts following recent earthquakes. Freyssinet also booked a record level of orders, up 21%.

Terre Armée (retaining structures and precast arches) recorded a slight (1.9%) increase in revenue. This result reflects the good performance in the U.S., while activity declined in the other markets – Australia, Canada and South Africa in particular – following the downturn in the mining sector.

Nuvia (nuclear activities) increased its revenue by 12.4% in its three flagship countries France, the United Kingdom and the Czech Republic. It also recorded strong growth in its order backlog (more than 55% in one year). Nuvia broadened its international network and rounded out its range of NuviaTech Instruments measuring equipment with the acquisition of the German companies S.E.A. and MED.

Entrepose, specialising in oil & gas infrastructure, turned in satisfactory performance, albeit slightly down (4%) from 2013, at €8.8 billion. The decline is due partly to the completion of Speicapag's major PNG (Papua-New Guinea) pipeline project, which was, however, offset by work on three major liquefied natural gas tank projects in Russia (Yamal), Europe (Dunkerque) and Oceania (Wheatstone).
Entrepose, which had to cope with a geopolitically and economically troubled business environment, undertook a reorganisation of its business activities to improve their competitiveness and profitability, focusing on those markets where its companies are leaders.



◄ Coentunnels // Netherlands
VINCI Construction Grands Projets took part in building and renovating two 750-metre tunnels under the port of Amsterdam. They will decongest saturated traffic on the western Amsterdam ring road and the roads leading north.

► SEA HSL // France
The infrastructure teams on the project, Europe's largest now under way, had to contend with no fewer than 24 interfaces with the A85 and A10 motorways.

Dunkerque LNG terminal // France
Several VINCI Construction subsidiaries worked on France's second largest industrial worksite: Menard, Soletanche Bachy and CSM Bessac for ground improvement and construction of the tunnel connecting the Gravelines power plant with the terminal, Entrepose Contracting for tank construction and VINCI Construction France for construction of the BOG (boil-off gas) building.

MANAGEMENT AND EXECUTION OF COMPLEX PROJECTS

VINCI Construction Grands Projets, working on 42 major infrastructure and complex building projects in 26 countries, recorded another year of growth (up 13% to €1.3 billion).
Order intake was also very good, bringing the order backlog to more than €3 billion at the end of December 2014.
During the year, the bid for the liquefied natural gas (LNG) tanks in Yamal, Russia, succeeded in synergy with Entrepose. The contract includes both civil engineering and systems. In Qatar, QDVC (51% Qatari Diar, 49% VINCI Construction Grands Projets) consolidated its position with a 7% share of the building and civil engineering market.
The same trend applies in the hydraulic infrastructure market, in which VINCI Construction Grands Projet's ability to support its clients in their search for financing contributes to its success.
In Asia, the building activity continues its strong upward trend (with revenue increasing from €10 million in 2011 to €158 million in 2014) while successful synergies with VINCI Airports brought in contracts and are expected to generate further business in Latin America.
In Europe, activity held up well and the many projects on the drawing board in Northern Europe are expected to produce results in 2015-2016.

VINCI Construction Terrassement recorded revenue of €0.7 billion, a decline due to the completion of earthworks on the SEA high-speed rail project. VINCI Construction Terrassement is stepping up its redeployment by increasing its activities in the French regions and the international markets.
In France, the major projects activity was driven by major infrastructure contracts. Outside France, the company's order backlog tripled, notably as a result of the many projects carried out in cooperation with the other Group divisions.

Dodin Campenon Bernard (major engineering structures and underground works), which experienced exceptional growth in 2013, recorded a 20.1% decline in revenue (€0.2 billion), of which half was due to the completion of its work on the SEA HSL project. Its order backlog was, however, well supplied, with order intake of €230 million at end 2014. New orders included the New Coastal Highway on Reunion Island. The company won two other major contracts as part of the Grand Paris Express programme.

OUTLOOK

In 2015, VINCI Construction expects a contraction in volume as a result of the decline in the French market following cutbacks in public spending. Order intake could however recover in the short term under the combined effect of the housing stimulus plan initiated by the French government, private-sector building projects, the first urban development projects under the Grand Paris programme and investments under the motorway stimulus plan. In the United Kingdom, activity should stabilise following the restructuring process currently under way. The return to growth in Central Europe should be confirmed. Poland in particular should benefit from a European subsidy of more than €1 billion between 2015 and 2020 that will generate new road and rail infrastructure projects.
In Africa, Sogea-Satom is expected to maintain its market share but experience a revenue contraction due to declining investment, particularly in the oil-producing countries.
In the specialist business activities, Soletanche Freyssinet's record order book heralds strong growth. Entrepose is expected to have a tougher year, given the decline in the oil price and the slowdown in investment in that sector.
In major projects, activity at VINCI Construction Grands Projets should hold steady at a high level. For that company, and for VINCI Construction Terrassement and Dodin Campenon Bernard, the completion of civil engineering work on the SEA project will free up substantial resources that can be reassigned to new business in the international market.
More broadly, VINCI Construction will be accelerating synergies between its divisions and with the other components of VINCI to optimise its overall operating performance and to bring together and structure its product and service offerings to give them greater visibility and extend their global geographical coverage.

COMBINING VALUE CREATION AND CORPORATE RESPONSIBILITY

Because VINCI Construction's projects are in the public interest, outreach and dialogue with its partners are a vital part of its business activity. The commitments of VINCI's "Together" manifesto underpin this philosophy. The resulting overall performance enables VINCI Construction to create value for everyone – the shared goal of its teams in the field and its management.

Allianz Riviera Stadium // France
The 36,000-seat stadium in the heart of the new Saint Isidor eco-neighbourhood in Nice is one of the world's first eco-stadiums. It has a natural climate control system that uses the region's prevailing winds and photovoltaic panels that give it a positive energy balance.

Eco-responsible projects // *In 2014, VINCI Construction Terrassement developed an in-house label for its exemplary worksites, which is obtained following an audit to assess environmental performance in practice. 16 worksites have already received the label (pictured here, the Mont Saint Michel Upstream worksite, the first to earn the label).*

#Cloud // Blue Fabric
The renovation of the office building for Société Foncière Lyonnaise (SFL) includes innovative atmosphere management systems for each of the modular spaces. Demolition techniques were adjusted so as to limit worksite disruption in the heart of Paris.

For VINCI Construction, value creation extends far beyond economic results. Lasting success clearly requires compliance with ethical principles; and it also rests on strong values such as safety, autonomy, transparency, performance culture, excellence, modesty, innovation and customer satisfaction. These values are put into practice day-to-day as part of the Group's management model based on organisational decentralisation, operating unit autonomy and manager empowerment. Similarly, VINCI Construction strives to bring all project stakeholders – including partners, clients, suppliers, elected officials and NGOs – together as early as possible in the project. In this open approach, outreach, consultations and constructive dialogue are the watchwords.

GREEN GROWTH: MORE THAN WORDS

As a responsible global Group, VINCI Construction has tackled the challenges of green growth and takes day-to-day action to reduce the impact of its activities on the environment. VINCI Construction has in particular undertaken to reduce its greenhouse gas emissions by 30% by 2020. The Group is on track to achieve that goal, with emissions down 11.5% in 2014 compared to 2013.
VINCI Construction also helps its clients seek greater energy efficiency and encourages them to take an eco-responsible approach. The Group's companies strive to apply the highest environmental standards. It is engaged in a process aimed at achieving ISO 14000 or equivalent certification, which now covers 64% of the Group's revenue, and rolls out environmental training for its employees (10,949 hours in 2014). Several companies have introduced environmental labelling of their worksites. In 2014, VINCI Construction Terrassement created an Eco-responsible Worksite label. Following audits, it was awarded to 16 worksites in the course of the year. The vast majority of worksites are also introducing waste sorting and recycling plans. For example, VINCI Construction UK recycled 88% of its waste in 2014. In France, GTM Bâtiment's experimental Revalo programme recycled 1,400 tonnes of waste in 2014, thus avoiding the use of 1,300 trucks and generating substantial savings on the 20 worksites where the trial was conducted.

ECO-DESIGN, LIMITING THE CONSUMPTION OF RESOURCES

By building environmental protection into the project from the design stage forward, eco-design reduces environmental impact throughout its life cycle. VINCI Construction has worked with scientists and academics to develop a series of software tools suitable for several types of projects, including CO2NCERNED for large transport infrastructure; Prism, developed by Soletanche Bachy's specialist business activities; and Equer, for buildings. In addition to these eco-design programmes and tools, VINCI Construction is rolling out an increasing number of green solutions and services to support the energy transition. Following OXYGEN® (performance guarantee) and Oreha (thermal and functional building retrofit), VINCI Construction France introduced the Blue Fabric range of tools, solutions and technologies that can be implemented on the scale of a residential development, neighbourhood or even a whole city in 2014. The purpose of the offering is to improve the quality of life of inhabitants and/or users by integrating all parts of the project – worksite, energy, transport and accessibility – from the outset, while minimising resource consumption. For example, the Allianz Riviera stadium in Nice uses an exceptional wood frame and a series of eco-solutions to reduce its environmental impact during the operational phase. Similarly, VINCI Construction France implemented triple HQE®, Breeam® and Leed® Gold certification in its #Cloud office building renovation project in Paris's 2nd arrondissement. The 38,000-m² space prioritises the work atmosphere and environment, notably by installing a planted roof and reducing noise and other disruption.

PROTECTING BIODIVERSITY WHEREVER POSSIBLE

VINCI Construction signed a sponsorship agreement this year with the Endowment Fund for Biodiversity. Its purpose is to protect endangered species and raise awareness of the importance of the issue. To mark the start of the sponsorship, VINCI Construction organised a special event in Mainland and Overseas France during Sustainable Development Week – a photo competition entitled "Picturing Biodiversity".
As part of its Environment Attitude label, VINCI Construction France holds one-day training courses focused on protecting biodiversity on its projects. In 2014, VINCI Construction Terrasse-

El Teniente Mine // Chile
Safety was a criterion used to select the winning bid. The VINCI Construction Grands Projets - Soletanche Bachy joint venture deploys the (A)live on site health and safety programme on the worksite, which involves worksite employees in analysing dangerous situations based on videos shot in situ, as well as the Skill Up vocational training programme for machinery operators and drivers.

SEA HSL // France
On the worksite, the environment remained a major focus of attention. The work was adjusted to accommodate the presence of more than 200 protected species along the route (pictured here, a pond used to relocate and protect amphibians).

ment inaugurated special biodiversity signage and applied it on 87% of its worksites and developed an ecological engineering offer that has met with commercial and operational success. The LISEA Biodiversity Foundation, created for the SEA HSL project and given a €5 million budget, supported 47 projects. On Reunion Island, VINCI Construction Grands Projets carried out studies with local experts to safeguard the habitat of species living on or near the site of the New Coastal Highway project, in particular dolphins and humpback whales. Alongside these actions, awareness-raising campaigns are being carried out to draw employees' attention to eco-responsible behaviour.

SAFETY, AN ABSOLUTE PRIORITY

VINCI Construction's goal is to achieve Zero Accidents for its own employees as well as temporary employees and employees of outside contractors on its worksites, by disseminating a single safety culture applying to everyone. Set out in four commitments and 12 basic principles, the common set of rules places people at the heart of the company, reasserts the fundamental importance of training and makes safety an integral part of all stages of the construction project. The programme entails a wide range of actions.
In 2014, VINCI Construction held the first International Safety Week involving the Group as a whole,

"International Safety Week, held across VINCI Construction as a whole, was unprecedented in scale. It was a success and we plan to make it a regular event."

Jean-Philipe Bréot,
Health and Safety Director,
VINCI Construction

in which 68,000 Group employees in 100 countries discussed their best practices within the companies and between divisions via the Network Together social and collaborative network and the Managing Safety online community.
Tools are also being developed. One example is PreStart, a risk review shared with teams prior to the start of works, and the Watch project, a smartphone application enabling every manager to report dangerous situations and best practices.
In training, the Managing Safety programme, carried out for top and middle management in 2012 and 2013, is now being extended to worksite supervisory staff including foremen and crew leaders. Ultimately, it will be given to a total of 8,000 managers.
VINCI Construction also reviewed personal protective equipment with a view to improving the safety and comfort of worksite helmets.
This ongoing endeavour is bearing fruit. Between 2010 and 2014 the Group's overall workplace accident frequency rate declined from 12.09 to 6.25, with nearly 2,000 accidents avoided during the period.

HUMAN RESOURCES: AN AMBITIOUS INTERNATIONAL POLICY

In 2014, VINCI Construction continued to offer its employees long-term career paths as part of its proactive human resources policy. To develop its human capital, VINCI Construction works on all sectors and endeavours to systematically carry out annual appraisals, with the goal of covering 100% of its managers.
The Group also works to internationalise its recruitment through its network of local HR managers and long-term partnerships with schools around the world and to continue its training programmes. For example, VINCI Construction France, which has its own in-house training centre, CESAME, invested nearly €40 million in training in 2014. Meanwhile, VINCI Construction Grands Projets continued to deploy its Skill Up programme around the world to develop the knowledge and skills of operational and supervisory personnel (workers, crew leaders and foremen) via "customised" training centres set up on each worksite. In 2014, the training was provided for 670 employees in Egypt, Hong Kong, the Dominican Republic, Cambodia, Malaysia, Panama and Qatar.
In-house training centres such as Césame and the Eugène Freyssinet centre provided a total of 306,605 hours of training in 2014, an increase of 7.9% from 2013.
To foster cross-Group operations and increase the international mobility of its employees, VINCI Construction introduced a resume database common to all its divisions, called Talent Construction, in 2014, and set up the VINCI Mobility database dedicated to the careers of non-French expatriate employees.
Lastly, the Group is working to streamline and achieve convergence of all its common tools and systems to serve human resource management.

PROMOTING EQUALITY AND DIVERSITY

As a multi-local and multicultural group, VINCI Construction derives great benefit from its wide variety of cultures and backgrounds. For the past decade it has pursued a proactive equality and diversity programme to foster recruitment of local employees via work integration programmes. In France, the SEA high-speed rail line, continental Europe's largest railway project, had provided four million hours of work integration as of late 2014. According to the LISEA social and economic observatory, one job on the vast project generated 1.44 indirect and induced local jobs. In Toulouse, 78 work integration employees performed 110,177 hours of work on the Mirail campus project as part of the ViE programme. VINCI Construction France companies also signed 10 *professionnalisation* work-study contracts.

◄ Equality and diversity // *As part of the construction of 60 high-end villas in N'Djamena, Chad, Sogea-Satom promoted the recruitment of women, who hold 40% of the supervisory positions.*

► Civic engagement // *In keeping with the activities of the Fondation VINCI pour la Cité, the international network of foundations supports projects tailored to the local context in each country. In the Czech Republic, Nadace VINCI has supported 45 projects since it was set up in 2007, including the Trianon civic association for the social and work integration of people with disabilities and people over the age of 50. Find out more: www.nadaceVINCI.cz/fr/projet-obcanske-sdruzeni-trianon*

Innovation // *The Chair in Eco-design of Buildings and Infrastructure, founded by VINCI with three ParisTech schools (AgroParisTech, Mines ParisTech and the Ecole des Ponts ParisTech) was extended for the period 2014-2018, with a budget of €4 million.*

In addition, VINCI Construction promotes access for local populations to supervisory positions via its training programmes based on its strong ties with educational systems. Sogea-Satom, for example, extended its partnerships with African engineering schools – 2IE in Burkina-Faso, Istac in Cameroon, Ecole Polytechnique in Senegal – in order to recruit local managers.
To facilitate access for women to management positions, VINCI Construction took part in the Trophées ETP au Féminin awards programme in 2014, which recognises women engineers. VINCI Construction also helps integrate the long-term unemployed. In France, Trajeo'h, a civic association set up by VINCI, promotes redeployment and retention of incapacitated employees (308 employees, a 37% increase from 2013) and recruitment of people with disabilities.

CIVIC ENGAGEMENT, A CONSTANT FOCUS

As a private-sector company serving the public interest, VINCI Construction works with civil society, carries out solidarity activities and encourages its employees to become involved in civic associations. Its main focus is on the VINCI Group's network of foundations set up to fight social exclusion: the Fondation VINCI pour la Cité (VINCI Foundation for the Community) in France and the network of VINCI foundations actively working to combat exclusion in Slovakia, Belgium, Greece, the United Kingdom and (since 2014) the Netherlands. All foundations provide funding and human support via employees who sponsor association projects aimed at providing access to jobs, housing and mobility and strengthening social bonds in priority neighbourhoods. In 2014, these foundations supported 266 projects via 377 sponsors, of whom 115 came from the Construction business line, and provided funding amounting to nearly €3.5 million.
In Africa, the ISSA (Sogea-Satom Initiatives for Africa) programme supports the solidarity activities of Sogea-Satom's agencies and worksite teams. In 2014, 19 economic initiatives and nine social initiatives received a total of €440,000 in funding. For example, ISSA financed the development of a rehabilitation room for schoolchildren with disabilities in Cotonou, Benin; built a primary school in the Gassi neighbourhood in N'Djamena, Chad; and set up incinerators and containers for biomedical waste in Conakry, Guinea. Sogea-Satom also has a proactive health policy aimed at combating disease (AIDS, malaria, Ebola) among local populations.
In parallel, VINCI Construction and its subsidiaries sponsor and support sports and cultural associations, funding awards, seminars, conferences, exhibitions and competitions. For example, the Group served as a partner of the Hyper Nature photography exhibition organised by the French Senate and the Biotope Association on the fence surrounding the Luxembourg Gardens in Paris from September 2014 to January 2015.

INNOVATING TO STAND OUT

Innovation is more than ever a key way to support the energy transition and stand out from the competition. Soletanche Freyssinet, for example, developed an innovative process used to build diaphragm walls in urban areas (Cit'Easy), which improves the performance of tools to facilitate work in narrow spaces. The company is also involved in programmes that bring together public and private sector researchers. One is the Asiri programme aimed at gaining a better understanding of ground improvement processes using rigid inclusions and at drawing up specific rules applying to them. At the end of 2014, VINCI Construction companies held 1,774 active patents.
In addition, the Chair in Eco-design of Buildings and Infrastructure, set up under a partnership between VINCI and ParisTech (Mines ParisTech, Ecole des Ponts ParisTech and AgroParisTech) was extended for the period 2014-2018, with a budget of €4 million. Its governance includes "mirror groups" made up of researchers and VINCI operational staff to ensure that the research will be useful for the activity and disseminated throughout the Group. Lastly, the Group encourages grass-roots innovations via the participation of its employees in the VINCI Innovation Awards Competition, which is open to all employees and held every two years.

Explore the activities of the Fondation VINCI pour la Cité in pictures: https//vimeo.com/93231222

For VINCI Construction, the success of a project involves far more than technical expertise. Success must be built on crucial factors such as safety, transparency, respecting the client, keeping our word and giving every one of our 68,185 employees an opportunity to find fulfilment in his or her job and meaning in his or her work. **This is what sets our projects apart, in the eyes of our clients and our employees.**

DOING OUR BEST FOR OUR CLIENTS

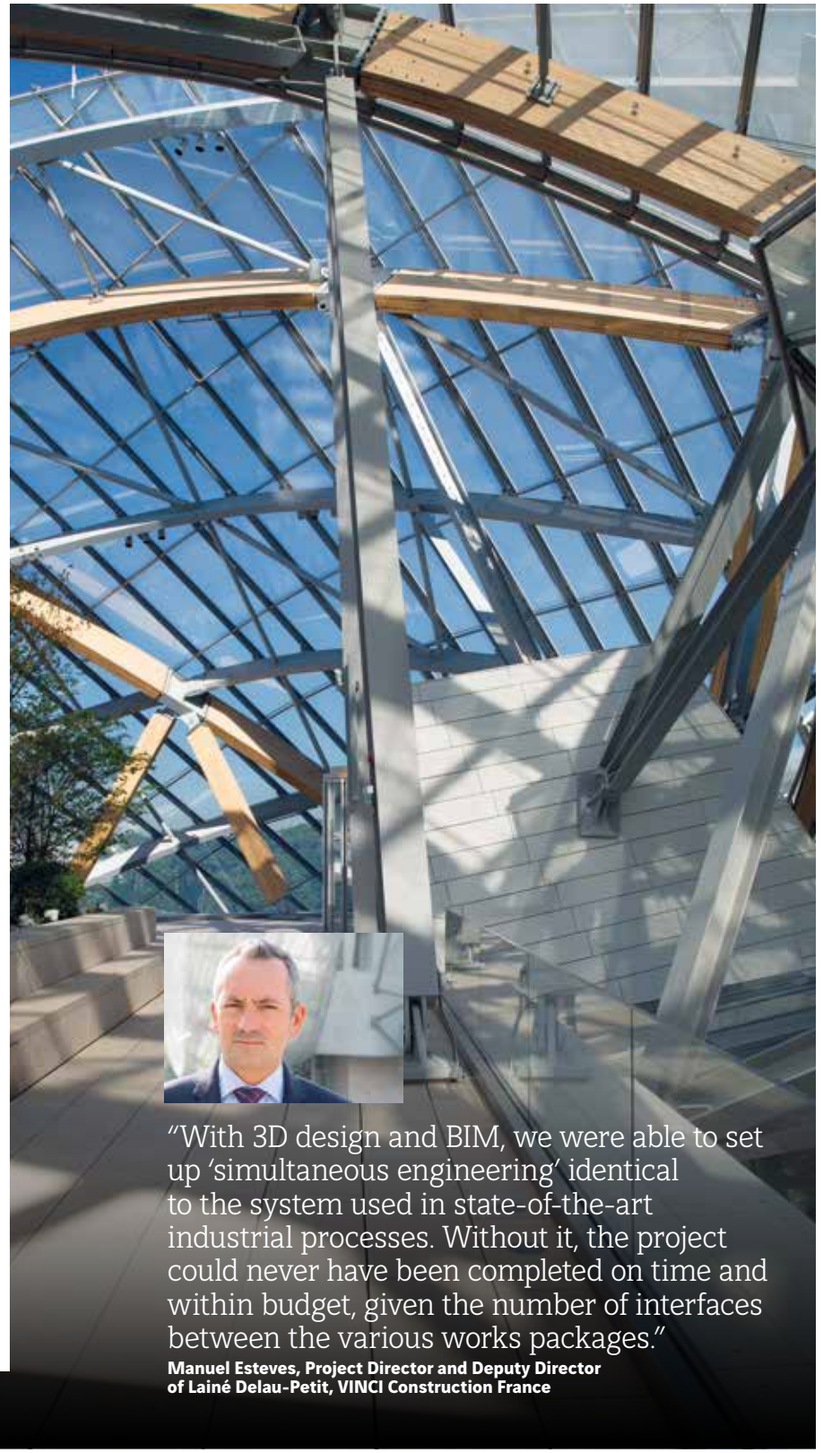
CONTENTS

THE LOUIS VUITTON FOUNDATION, THE CHALLENGE OF EXTREME COMPLEXITY

Since it opened to the public on 27 October 2014, visitors have flocked to the Louis Vuitton Foundation in droves. Parisians immediately took to the 12 huge glass sails that appear to surf over the tips of the trees in the Bois de Boulogne. The construction of the sculpture-edifice designed by architect Frank Gehry was a technical and human challenge for the VINCI Construction teams. The structure's inspired volumes, bold cantilevers and combination of glass, steel, wood and concrete meant that the entire structure had to be "customised" to an exceptional extent in a building of this size. Structural and envelope engineering studies alone required 1,500,000 hours of work. To faithfully transcribe the architect's poetic vision, VINCI Construction resorted to out-of-the-ordinary design, organisation and production methods.

PARTICIPANTS

- **VINCI Construction France**
- **VINCI Construction Grands Projets**
- **Dodin Campenon Bernard**
- VINCI Energies



"With 3D design and BIM, we were able to set up 'simultaneous engineering' identical to the system used in state-of-the-art industrial processes. Without it, the project could never have been completed on time and within budget, given the number of interfaces between the various works packages."

Manuel Esteves, Project Director and Deputy Director of Lainé Delau-Petit, VINCI Construction France

"By covering the tanks, we can heat the interior and continue working over the winter months. We are attentive to our personnel and careful to maintain the highest safety standards, despite the extreme conditions."

Etienne Méar, Project Director, Entrepose Contracting – VINCI Construction Grands Projets joint venture

YAMAL, DEVELOPING TOMORROW'S ENERGY

Designing and building cryogenic tanks that can store 160,000 m³ of liquefied natural gas at a temperature of -161°C is no mean feat. But building them in the South Tambey gas field on the Yamal Peninsula in the Russian Federation, an isolated Siberian region where the temperature falls to extreme lows, is a real technical and human achievement. Entrepose Contracting and VINCI Construction Grands Projets are rising to this challenge. The contract covers engineering, supply of equipment, construction and commissioning of four such tanks for JSC Yamal InG, owned by Russia's second-largest gas producer Novatek (80%) and Total (20%).

PARTICIPANTS

- **Entrepose Contracting**
- **VINCI Construction Grands Projets**
- **Freyssinet**

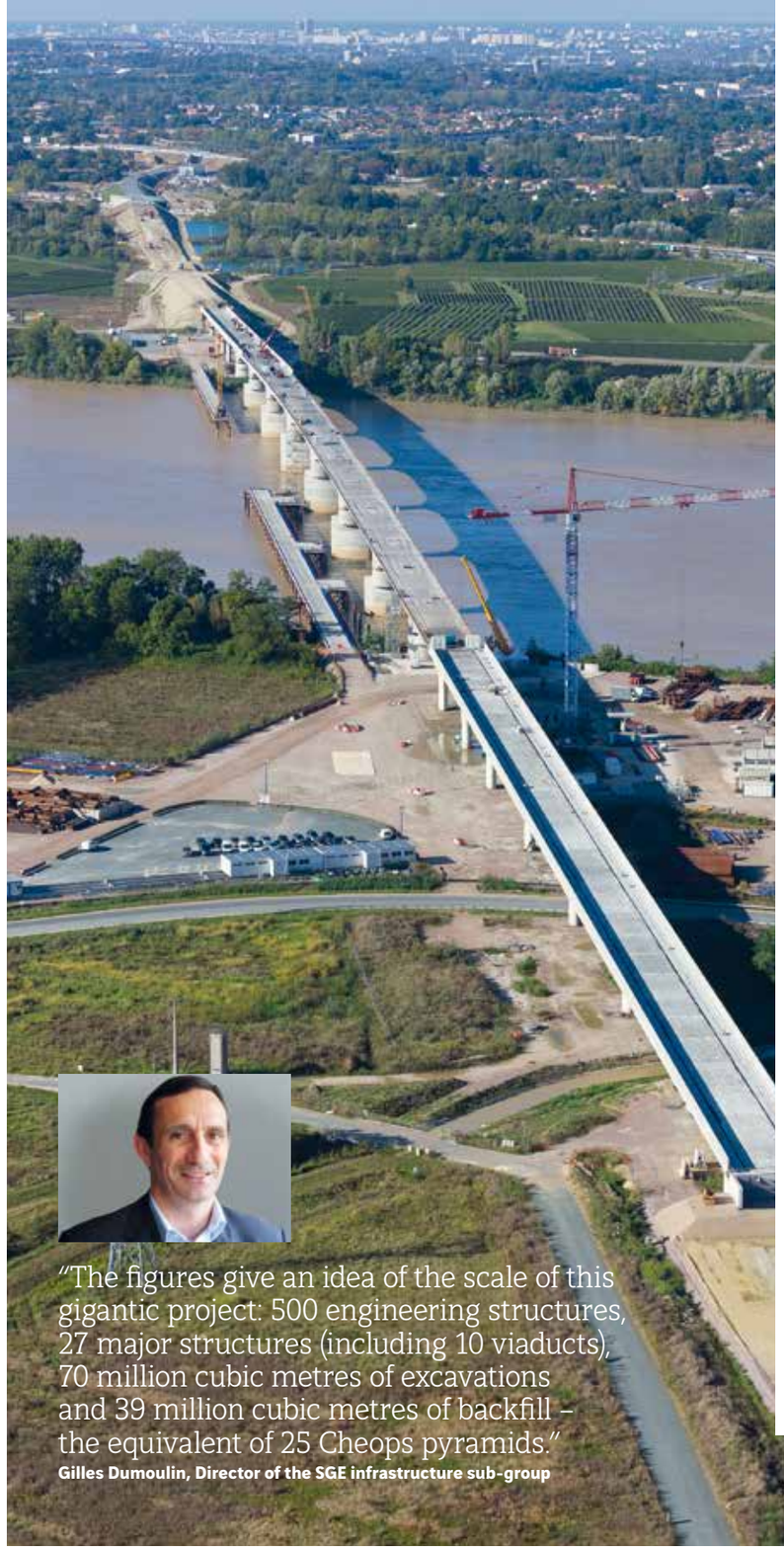
"All the VINCI Construction companies involved prepared the project collectively. After putting our heads together, we opted for a curved concrete bridge with long 135 metre spans."
Bruno Giroguy, civil design engineer, Sogea-Satom

THE BRIDGE OVER THE WOURI WILL ACCELERATE ECONOMIC GROWTH IN DOUALA

The inhabitants of Douala, the economic capital of Cameroon, are often called on to be patient when attempting to drive across the only bridge linking the two banks of the Wouri River. It can take two hours. A second bridge is now being built to make such traffic jams a thing of the past. The new bridge, a 760 metre long gently curved structure, will have six traffic lanes and two pavements, as well as a railway track. The structure was carefully blended into its environment, with pedestrian access and pathways along the river.

PARTICIPANTS

- **Sogea-Satom,** lead company
- **Soletanche Bachy (Soletanche Freyssinet)**
- **Dodin Campenon Bernard**
- **Sogea TPI (VINCI Construction France)**
- **Freyssinet**



"The figures give an idea of the scale of this gigantic project: 500 engineering structures, 27 major structures (including 10 viaducts), 70 million cubic metres of excavations and 39 million cubic metres of backfill – the equivalent of 25 Cheops pyramids."
Gilles Dumoulin, Director of the SGE infrastructure sub-group

THE SEA HSL, ONE OF EUROPE'S LARGEST RAILWAY PROJECTS

The South Europe Atlantic high-speed rail line will connect Tours and Bordeaux and save time for millions of travellers when it is opened. For the time being, it is (and always has been) an enormous race against the clock. The VINCI Concessions led joint venture, LISEA, which won the Réseau Ferré de France (RFF) contract to design, build and operate the line, was given six years to complete the project from start to finish. That is two to three years less than a conventional high-speed rail project. To meet the tight deadline, VINCI Construction put several of its companies to work on the project and organised concurrent engineering and simultaneous work to get everything done at the same time, or nearly the same time. Trains will start operating on the line at 320 km/h in 2017.

PARTICIPANTS

- COSEA, the construction joint venture led by **VINCI Construction,** which also includes Eurovia and VINCI Energies
- VINCI construction subsidiaries taking part in the project: **VINCI Construction Terrassement (lead company), VINCI Construction Grands Projets, Dodin Campenon Bernard, VINCI Construction France, Soletanche Freyssinet**

"In-depth geotechnical studies were carried out to optimise the cost of the foundation by eliminating deep foundations. That move limits the impact of the work on the marine environment and avoids disturbing animal species."

Francis Guinchard, Project Director, offshore viaduct of the New Coastal Highway, VINCI Construction Grands Projets

THE NEW COASTAL HIGHWAY VIADUCT ON REUNION ISLAND, ENHANCING ROAD SAFETY AND ECONOMIC SECURITY

By the end of the decade, recurring traffic jams between Saint Denis and La Possession on Reunion Island will be a thing of the past. The public authorities have decided to build a new road between the island's two main cities, with the main structure of the project, a 5,400 metre long viaduct, literally resting on the sea. This technically challenging project will enable the thousands of people who commute daily between the two cities to avoid using the existing Corniche road, which is congested, trapped between the cliffs and the ocean and closed 30 to 40 days a year due to rockfalls and storms, disrupting economic and social life on the island.

PARTICIPANTS

- Construction of the viaduct was awarded to a joint venture comprising **VINCI Construction Grands Projets** (lead company), **Dodin Campenon Bernard,** Bouygues Travaux Publics and Demathieu & Bard.
- In parallel, the causeway and the La Possession interchange are being built by a joint venture made up of GTOI (Colas), lead company, **SBTPC (VINCI Construction DOM-TOM)** and **VINCI Construction Terrassement**.

THE NEW ORBITAL HIGHWAY, DECONGESTING DOHA

When completed a few years from now, a new motorway with a length of nearly 200 km, the New Orbital Highway, will connect the new port of the Qatari capital Doha with the gas-producing city in the north of the country, Ras Laffan. The highway will bypass Doha to decongest current traffic and create capacity for future road traffic growth. The €850 million contract covers design and construction of a 47 km motorway section, 5 viaducts, 17 engineering structures and a 320 metre long tunnel. The section will have a dual 5-lane carriageway for light vehicles and a dual 2-lane carriageway reserved for trucks. Work got under way in May 2014 and will take 36 months to complete.

PARTICIPANTS

The contract, which covers the second phase of work on the future artery, was awarded to a joint venture led by **QDVC**, the 51% **Qatari Diar**, 49% **VINCI Construction Grands Projets,** subsidiary, and also includes Qatar's Bin Omran Trading & Contracting company. **VINCI Construction Terrassement** provided worksite organisation, methods, geotechnical and equipment expertise.

"The New Orbital Highway is QDVC's first motorway project. It will raise our visibility in Qatar and diversify our activities, particularly in major structures. Remember, the country will be hosting the Football World Cup in 2022."

Jean-Philippe Salla, Director of the Infrastructure Sector in Qatar, VINCI Construction Grands Projets

"This project, built in a seismic zone and under very challenging marine conditions, was only possible by combining the expertise of several VINCI Construction subsidiaries."
Denis Raoul, Project Manager, Geoscan

ESCONDIDA, HYDRAULIC STRUCTURES FOR THE MINING INDUSTRY

The Escondida mine in Chile's Atacama desert is the world's largest open pit copper mine. It requires large quantities of water to process the ore. Water being scarce in this desert, one of the world's most arid, the site has a desalination plant on the coast to meet the needs of the production unit. The project involves building three underwater outfalls with a diameter of 2 meters, by means of micro-tunnel boring machines, as well as marine and onshore civil engineering works.

PARTICIPANTS

The contract was awarded to a joint venture comprising lead company **Geocean (Entrepose), CSM Bessac (Soletanche Freyssinet),** Montec and Belfi.

SINGAPORE, DEPLOYMENT OF A NEW METRO LINE

Renewing a partnership dating back to the first lines of the Singapore metro (MRT), Bachy Soletanche Singapore, working with Soletanche Bachy Grands Projets and CSM Bessac in a joint venture with the Japanese company Penta Ocean, won the Land Transport Authority contract to build the Orchard station and associated tunnels on the new Thomson Line. The work includes an underground link and parallel drilled tunnels with a length of 800 metres. A retractable micro-tunnel boring machine will be used on the project.
On the same Line, Bachy Soletanche Singapore, in association with Soletanche Bachy Grands Projets and in a joint venture with Nishimatsu Construction, also won the contract to build the Gardens by the Bay station and associated tunnels. The 30 km Thomson line, running entirely underground, will connect the northern and central parts of Singapore with the city and the rest of the MRT system.

PARTICIPANTS

- **Bachy Soletanche Singapore (Soletanche Freyssinet)**
- **Soletanche Bachy Grands Projets (Soletanche Freyssinet)**
- **CSM Bessac (Soletanche Freyssinet)**

"The contract award for the Orchard station and associated tunnels confirms the value added that we bring to the project, making Bachy Soletanche Singapore the joint venture partner of choice in two major contracts."
Stéphane Carayol, Director of Bachy Soletanche Singapore

EXTENSIVE EXPERTISE

VINCI Construction offers comprehensive solutions covering all building activities, from civil engineering to construction-related specialist works. These solutions are grouped in **eight broad areas of activity and are strictly geared to the needs of our clients.**

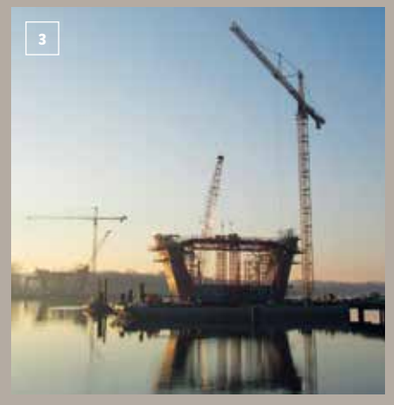

2


1

Buildings
Residential, office space, hotels, etc.

Functional facilities
Hospitals, stadiums, shopping centres, museums, educational facilities, etc.

Transportation infrastructure
Roads, railways, tunnels, bridges, ports, airports, etc.


3

Water infrastructure
Dams, locks, channels, piping, supply, etc.

Energy & Nuclear
Nuclear, wind, hydropower, geothermal, etc.

Oil & gas
Pipelines, LNG, oil process, jetties, storage, etc.


4

Environment
Water treatment, waste recovery, soil depollution, etc.

Mining
Roads, tunnels, drilling, soil investigation, cavities, etc.

1 **Koutio Medipole //** *New Caledonia* 2 **Confluences Museum //** *France* 3 **Ohio East End Crossing //** *United States* 4 **Dî irrigation project //** *Burkina Faso*

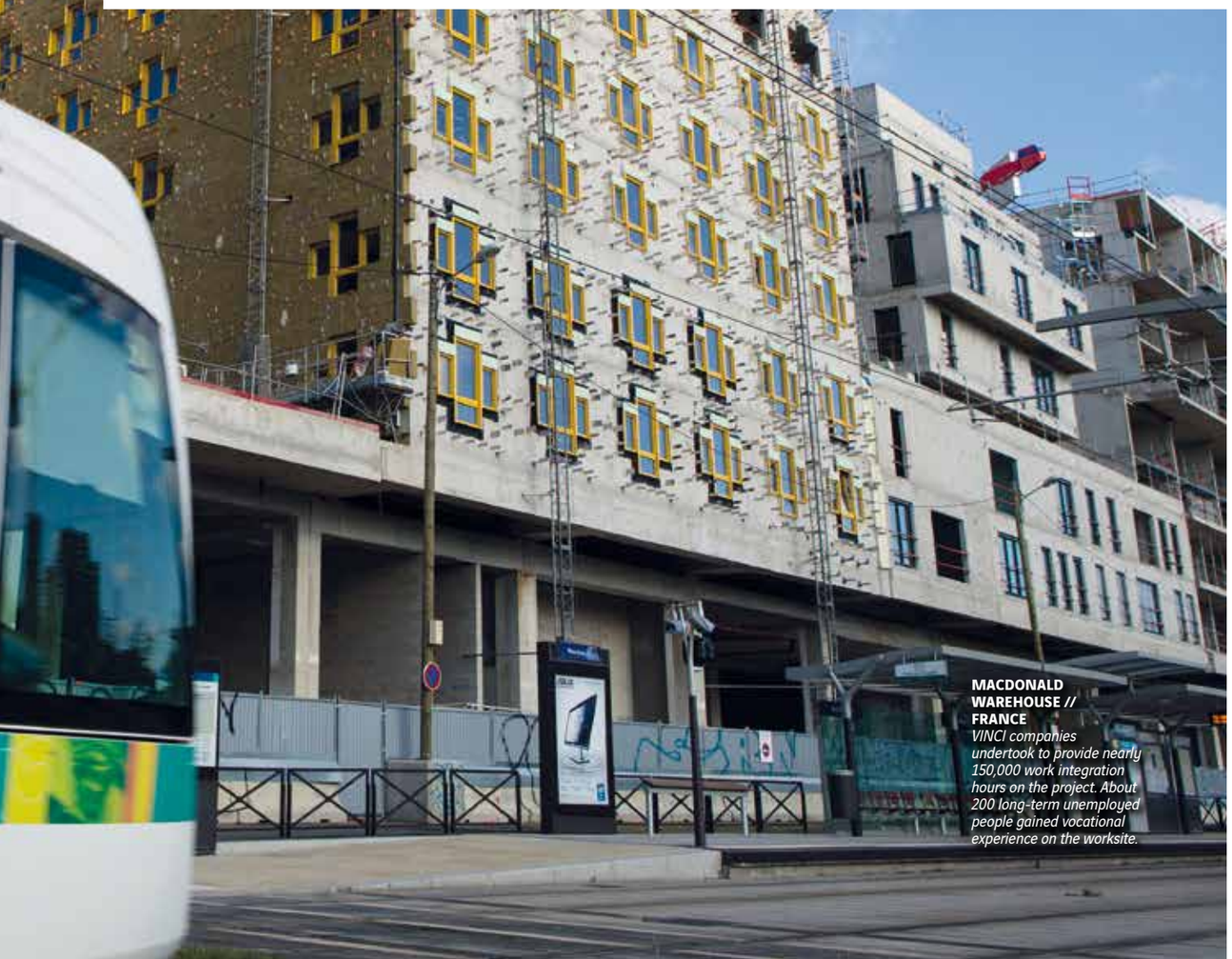
Buildings

MEETING GROWING AND DIVERSIFIED NEEDS

Population growth, compounded by rapidly increasing global tourism, is driving strong demand for residential, office space and hotel infrastructure across extraordinarily diverse social and economic environments. VINCI Construction has built on its expertise and innovation capability to develop technological, economically attractive solutions to accomodate these long-wave trends. In a struggling world economy, VINCI Construction has managed to hold its own with projects and technologies that can be adapted to different types of construction and geographical locations.

FACT
25% of the greenhouse gases emitted in France are generated by the building sector. Between now and 2050, housing energy consumption will have to be reduced from 250 to 50 kWh/m².

TREND
The building market contracted by 12% in 2014 due to land scarcity, financing difficulties, a slowdown in private sector programmes and shifting legislation. Despite these difficulties, VINCI Construction's volume remained stable.



MACDONALD WAREHOUSE // FRANCE
VINCI companies undertook to provide nearly 150,000 work integration hours on the project. About 200 long-term unemployed people gained vocational experience on the worksite.

RESIDENTIAL

In France, several VINCI Construction France subsidiaries are continuing the conversion of the Macdonald warehouse in Paris's 19th *arrondissement*, the largest housing worksite under way in Europe. The former 617-metre long logistics hub is being turned into a 165,000 m² mixed-use neighbourhood with 1,100 housing units, office space, shops and public facilities (day-care centre, school complex). The project is one of the main components of the North-East Paris urban renewal programme that will soon create a new neighbourhood.
In the capital, VINCI Construction France has also begun renovating social housing for Paris Habitat in the 13th *arrondissement*. This is one of the Greater Paris area's largest refurbishment projects in occupied premises, involving the renovation of 754 apartments, creation of 73 housing units (by adding storeys) and redevelopment of exterior spaces. In Saint Tropez, Soletanche Bachy used its Cit'Easy process to build a 5,000 m² diaphragm wall for the Exclusive Resort housing complex developed by Kaufman & Broad. The process offers numerous benefits in terms of integration in the urban setting, cost control and environmental protection. The project involves construction of 136 luxury apartments, 181 underground parking spaces and three shops. In Monaco, a VINCI Construction France – Soletanche Bachy joint venture completed the construction of the Odéon tower (a 49-storey residential and office building with a height of 170 metres). Six VINCI Construction subsidiaries worked for five years on the project, which proceeded at a fast clip with one superstructure level added every four days. The HQE certified building accommodates shops, 70 private sector apartments and 177 apartments reserved by the government for rental to citizens of Monaco.

In Overseas France, Dodin Guadeloupe started work on a residence at the Antilles-Guyane CREPS (sports expertise and performance centre) in the municipality of Abymes for the Ministry of Sports. The company carried out the structural works and floor coverings for 50 public housing units and four housing units made available to personnel under a €1.94 million contract. In Saint Denis on Reunion Island, Ocidim, a subsidiary specialising in property development, awarded the €24.54 million general contract for the Le Mercurial residence to SBTPC. The project includes 192 social housing rental units as well as shops.
In New Caledonia, phases 2 and 3 of the site preparation for the Paddon business and housing estate project in Païta were handed over in 2014.

In the United Kingdom, VINCI Construction UK added several student dormitories in Walmgate (York), Nottingham and Bangor (Wales) to its order book.

In the Czech Republic, Průmstav remained active in the private sector housing market, as it continued work on the Koti Hyacint and Mecholupy housing programmes in Prague, among other projects.

In Chad, Sogea-Satom handed over 60 high-end villas in N'Djamena.

EXCLUSIVE RESORT // FRANCE
The Cit'Easy process used to build diaphragm walls in urban settings combines high-performance machinery (shown above, the Hydrofraise XS2) with optimised methods and organisation.

"Primméa is an innovative offer, providing quality housing at prices significantly lower than market prices. This is a practical solution for first-time buyers and it enables us to broaden the housing supply in our city."

Carine Bonnard, Deputy Director General for Urban Development and Planning at the town hall of Petit Quevilly, where units in one of the first three Primméa apartment buildings were sold in 2014.

OFFICE TOWER // MALAYSIA
VINCI Construction Grands Projets is designing and building an office tower in Kota Kinabalu, the capital of Sabah State in northern Borneo, for Akal Megah Sdn Bhd. Handover is scheduled in the spring of 2015.

OFFICE SPACE

In France, the first phase of the new SFR headquarters in Saint Denis near Paris was inaugurated on 13 February 2014. VINCI Construction France companies, operating in a joint venture, completed the project for VINCI Immobilier in record time.
Designed to encourage exchanges between employees, the SFR Campus will comprise four seven-storey buildings, 134,000 m² of office space, 8,500 work stations distributed over a 42,000 m² property and 15,000 m² of green spaces. It is part of a regional plan to create a new economic hub on the outskirts of Paris. As part of the ViE work integration and qualification system, 78 employees worked a total of 110,177 hours on the project.
At nearly the same time, VINCI Construction France began structural work on the future Orange campus in the Paris suburb of Châtillon, where the operator plans to bring together 4,000 researchers in new technologies in four buildings with a surface area of 74,000 m² surrounded by a three-hectare landscaped park. The project aims to win the best environmental certifications and labels (HQE® and BREEAM®).
In the La Défense business district, following 34 months of work, VINCI Construction France completed construction of the D2 Tower. The 37-storey, 54,000 m² HQE® certified building can accommodate 4,200 people and has a distinctive ovoid shape and an external structure (diagrid) to which the floors and facades are attached. It was built as part of the La Défense renewal plan.
In Paris, VINCI Construction France is participating in the restructuring of the 46,000 m² Fontenoy-Ségur property complex. The project includes rehabilitation of two buildings previously used by the Merchant Marine (Place de Fontenoy) and the Ministry of Post and Telecommunications (Avenue de Ségur). It also includes the creation of a multi-administration restaurant, a 450-seat auditorium, a sports hall, a day care centre and refurbishment of the inside courtyards. When the work is completed, the complex will house government departments including those of the Prime Minister and several administrations that are currently spread across 35 Paris sites. Work got under way in March 2015.
Construction of the new headquarters of the regional judicial police continued at the Clichy-Bâtignolles special development zone in Paris. Similarly, work continued apace on the courthouses in Bourg en Bresse and Caen. VINCI Construction France teams are also rebuilding and rehabilitating the Paris-La Santé penitentiary under a public private partnership (PPP).

"Due to its outsized scale, the SFR campus project provided an opportunity for high-quality work integration. This involved 78 people and led to 33 direct hires, including 16 *professionnalisation* work-study contracts."

Zahia Seghir, Work Integration Coordinator, Greater Paris Area, at ViE

YouTube *Watch the film about the SFR campus: http://bit.ly/1FYRvbQ*

D2 TOWER // FRANCE
The 171 metre office tower combines the full range of complexity: unusual geometry, composite steel-concrete structure and external steel diagrid.

"To make the greater Paris area into a model for urban development calls for a project manager approach. Companies like VINCI must have a concept, defend it and pay close attention to the appeal of the spaces they build. Ambitious public private partnerships must be developed. The PPP solution is often misunderstood – the public does not disengage for the benefit of the private sector."

Michel Cantal-Dupart, architect and urban planner

KERLYS BUSINESS PARK // MARTINIQUE *The park's first building, handed over in the spring and for which Sogea Martinique carried out the structural work, is an exemplary technical project with an atrium and circular shapes that become smaller at each level.*

Soletanche Bachy also completed the foundations of the new Paris Palais de Justice law courts complex. Designed by Renzo Piano, the complex will bring together all Tribunal de Grand Instance offices currently spread across five sites in a 40-storey, 160 metre high building.
Lastly, in Lyon, several VINCI Construction France subsidiaries are working in a joint venture for Compagnie Plastic Omnium to design and build a 36,000 m² office park for 2,000 people and an adjacent one-hectare landscaped green space.

In Overseas France, Sogea Martinique handed over the first building of the Kerlys service sector park, the first project engineered using the Eurocodes, the new European anti-seismic standards. Designed to house large companies as well as SMEs, the 28,000 m² technology hub has distinctive circular shappes that become smaller at each level. Located on the main artery into Fort de France near the airport, it will be served by the island's Bus Rapid Transit (BRT) system *(see page 62)*.

In Central Europe, Průmstav handed over the Karlin Hall 2, a 15,000 m², eight level building that houses a multi-purpose auditorium in Prague. In Poland, Warbud completed the Nowy Plac Unii 2 office building in Warsaw.

In the United Kingdom, in London, a major business property market, VINCI Construction UK delivered 6 Pancras Square, a 39,500 m² office building opposite Saint Pancras Station in the heart of the new King's Cross service sector hub. Designed by architect Jean-Michel Wilmotte, the building will notably house Google's London teams.

In Indonesia, the French Embassy in Jakarta was inaugurated on 15 October 2014. VINCI Construction Grands Projets built the 7,500 m² complex comprising two buildings: one housing the embassy services and the other the Institut Français in Indonesia.

In Malaysia, in Kuala Lumpur, VINCI Construction Grands Projets is completing the Berjaya Central Park, a residential and office complex with a total surface area of 185,000 m².
The company stepped up its operations in the country with a second contract to design and build an office tower in Kota Kinabalu that includes a four-level car park, a three-storey podium for shops and a 10-storey office tower, totalling 65,000 m².

THE PENINSULA PARIS // FRANCE
Up to 1,000 workers restructured and converted the building near the Arch of Triumph.

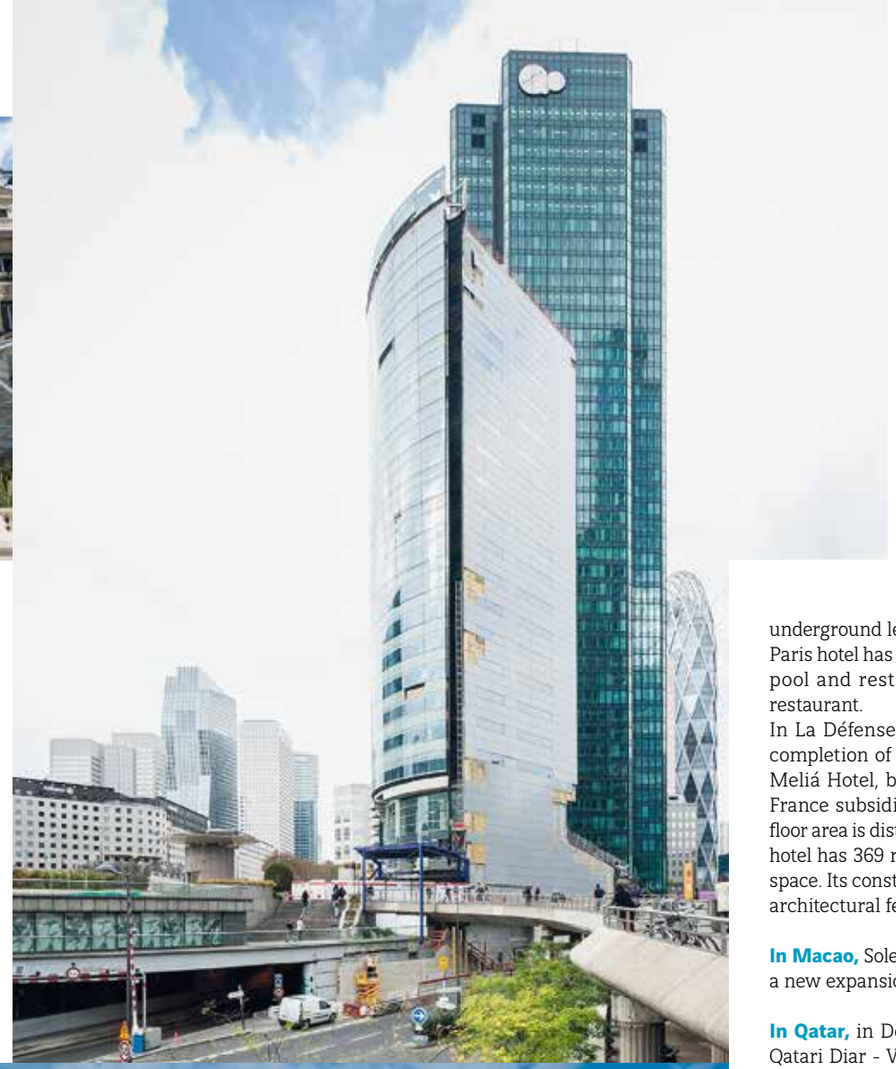
In Australia, Freyssinet is repairing the MLC Tower in Sydney under a general contract. The 220 metre octagonal high-rise built in 1977 was showing signs of corrosion in the reinforcement, which was causing a number of facade elements to flake. The work will be completed at the end of 2015.

In Mexico, Cimesa (Soletanche Bachy) completed the special foundations and car park for the 57-storey Reforma Tower in Mexico City, the country's tallest building. The building is the first to obtain LEED® Platinum environmental certification. As a result of the narrow worksite, Cimesa had to cope with a large number of technical challenges, including displacing a landmark house located at the site and building thick (1.20 metre), very deep (up to 60 metre) diaphragm walls.

In Chad, Sogea-Satom continued construction of the Ministry of Finance building in N'Djamena. Designed with 10 levels and a floor area of 36,000 m², it will accommodate offices, technical premises, a ceremonial hall, a restaurant area and an underground car park.

HOTELS

In Paris, following the vast and complex restructuring and conversion project, the prestigious The Peninsula Paris hotel opened on 1 August 2014, replacing the Hotel Majestic, which subsequently became the international conference centre of the French Ministry of Foreign Affairs. The general contract, awarded to VINCI Construction France, covered a transformation including restoration of nearly 10,000 m² of facades. With six storeys and three underground levels, the 40,000 m² The Peninsula Paris hotel has 200 rooms and suites, a swimming pool and restaurants, including a panoramic restaurant.
In La Défense, the flag ceremony marking the completion of structural work took place at the Meliá Hotel, built by three VINCI Construction France subsidiaries, in April 2014. Its 24,000 m² floor area is distributed over 25 levels. The four-star hotel has 369 rooms and suites and a conference space. Its construction, over several roads, was an architectural feat.



MELIÁ HOTEL // FRANCE
Nearly 3,500 m² of curved glass was installed to assemble the southern facade of the building.

SHERATON PARK // QATAR
With its 73,000 m² of green spaces handed over six months ahead of schedule, the Sheraton has become the green lung in the centre of Doha.

In Macao, Soletanche Bachy built foundations for a new expansion of the Lisboa Palace hotel.

In Qatar, in Doha, the teams of QDVC (the joint Qatari Diar - VINCI Construction Grands Projets subsidiary) accelerated work on the Sheraton Park project. The goal is to meet the client's request that the landscaped park in front of the building be handed over on 7 December, two days before the start of the summit of the Gulf Cooperation Council countries. QDVC rose to the challenge without reducing safety, recording seven million hours worked without a single lost-time workplace accident. The 73,000 m² park has fountains, pools, playgrounds, cafés and restaurants. Work continues on the four-level underground car park with nearly 2,000 spaces, which is scheduled for handover in the summer of 2015.

Functional facilities

INNOVATING TO MEET THE DEMAND FOR PUBLIC FACILITIES

Urban development, population growth and a trend toward relative uniformity of lifestyles are driving the need to design appropriate infrastructure. Such projects share a high degree of complexity. Their functions must be taken into account from the design stage onward and they must be built to fit into their environment. VINCI Construction takes on these challenging projects around the world. They include shopping centres, schools and universities, cultural and heritage buildings, stadiums and sports facilities, hospitals and industrial and service sector facilities.

FACT
10 stadiums will host UEFA Euro 2016 in France. On the strength of its one-of-a-kind expertise in the financing, design, construction and operation of stadiums and arenas, VINCI Construction was selected to build three of them (Bordeaux, Lyon and Nice) and renovate five others.

TREND
VINCI Construction has become one of the major specialists in the construction of health care facilities. It has delivered more than 200 hospitals in France over the past decade and has what it takes to continue its expansion in this buoyant market.

TERRASSES DU PORT // FRANCE
The Terrasses du Port, one of Europe's largest shopping centres, opened on 24 May 2014. It is located within the port area near the MuCEM in Marseille.

SHOPPING CENTRES

In France, the Terrasses du Port in Marseille – one of Europe's largest shopping centres, with an area of 230,000 m² including 61,000 m² of retail space – opened to the public in May 2014 after three years of works carried out by a joint venture made up of VINCI Construction France, Dodin Campenon Bernard and Soletanche Bachy. The complex, which offers 190 shops and restaurants, will help boost the economic momentum of the central district. Another large shopping centre, the Voûtes de la Major, located near the cathedral esplanade, was opened in September 2014. The restoration of the 20 arches of the cathedral, which date back to the 19th century, won the 2014 Geste d'Or Grand Prize. VINCI Construction's expertise in the construction of shopping centres was deployed in several further French cities, including Bourges, where the Avaricum was opened in February 2015; Beauvais, with the the Jeu de Paume, and Saint Laurent du Var with the restructuring and extension of the CAP3000 shopping centre.
In Paris, work on the Canopy, a monumental roof being built to cover the future Les Halles district, continues apace. VINCI Construction France subsidiaries involved in the Paris city centre project have set up a sophisticated day-to-day logistics system to avoid disrupting activity in the regional express railway station and the Forum des Halles shopping centre.

In the United Kingdom, VINCI Construction UK is continuing work on a shopping centre construction and extension programme for Tesco, designed to significantly improve the environmental performance of the facilities.

"The Canopy is more a work of art than a conventional architectural building."

Xavier Gruson, Project Director, Sogea TPI, VINCI Construction France

LES HALLES CANOPY // FRANCE
In the heart of Paris, VINCI Construction France teams are transforming a neighbourhood visited by nearly one million people every day.

In Poland, Warbud is continuing construction of the Zamek shopping mall in Lublin together with Soletanche Bachy.

In Canada, Menard rolled out fine-tuned logistics to consolidate the soil for the 170,000 m² site of the future TFN Mills project south of Vancouver, which will be the largest shopping centre in British Columbia.

In Malaysia, Soletanche Bachy began work as general contractor on the substructure for a €56 million mega-complex comprising an IKEA store and a shopping centre in the heart of Kuala Lumpur.

EDUCATIONAL FACILITIES

In France, several VINCI Construction companies are working in a joint venture to renovate the eastern part of the Jussieu university campus in Paris, a set of 12 buildings that will contain 41,000 m² of laboratories and 28,000 m² of classrooms, lecture halls and offices.
In Marseille, the Océanomed 2 university oceanographic research centre was handed over in September following 13 months of work. The OXYGEN® labelled project was built under VINCI Construction France's Blue Fabric offer.
In Toulouse, the reconstruction and refurbishment of several buildings on the Mirail university campus got under way as part of a €416 million public private partnership (PPP) that VINCI Construction France

TOUKRA UNIVERSITY // CHAD
After handing over the first phase of the Toukra University complex in N'Djamena in early 2012, joint venture lead company Sogea-Satom won the contract for the second phase of the project with a total value of €70 million.

and VINCI Facilities (VINCI Energies) signed with the University of Toulouse II. Meanwhile, the new international high school in Nantes opened in time for the start of the 2014 school year after just 21 months of construction works carried out by several VINCI Construction France subsidiaries.

In Overseas France, Nofrayane and CBCI built a new middle school, made of wood, that will accommodate 600 students on the banks of the Maroni River. The project fostered local employment by providing work integration jobs for young people in the project teams. In Mayotte, SMTPC built the new K3 middle school to accommodate a growing number of students in Kawénia, completing it in record time.

In Chad, Sogea-Satom started work on the second phase of the new Toukra University in N'Djamena.

CULTURE AND HERITAGE

In France, the Confluences science and society museum was officially opened in Lyon at the end of 2014. Built by VINCI Construction France as part of a joint venture, the building has the shape of a stainless steel cloud resting on monumental exposed concrete piers and posts. A glass-enclosed space serves as a visitor centre. In Bordeaux, several VINCI Construction France subsidiaries are working on the Cité des Civilisations du Vin wine museum, whose bold architecture will radiate across the region. The 574 arches and 128 "thorns" made of glued laminate, each with a different shape, make up the frame of the torus and the envelope of the tower. In Paris, the renovation of the first level of the Eiffel Tower was completed in the autumn of 2014. Very stringent safety measures were taken during the high-profile project to avoid disrupting the flow of visitors. The Chateau of Versailles is another jewel of French culture that continues to benefit from the expertise of VINCI Construction's companies, which are currently renovating the Grand Commons. In Rennes, the construction of the future convention centre, which includes restoration of the Jacobins monastery, is under way. The contract for the cultural facility with an area of some 25,000 m² was awarded to a joint venture that notably includes VINCI Construction France and Soletanche Bachy subsidiaries. Preceded by an extensive archaeological excavation at the site, the project will enhance the city's economic and cultural prestige. In Brest, VINCI Construction France won the €15 million contract awarded by the Brest Métropole Aménagement semi-public company to refurbish the Ateliers des Capucins building. The 25,000 m² structure, originally part of a shipyard, will be turned into a cultural hub. Lastly, Freyssinet, as part of a joint venture with VINCI Construction France, completed its contribution to the Pont d'Arc Cavern project in southern France, a replica of the Chauvet cave and its paintings discovered in 1994. The Cavern will be opened to the public in the spring of 2015.

CITE DES CIVILISATIONS DU VIN // FRANCE
The distinctive geometry of the structure in Bordeaux and the interaction between its concrete, wood and covering were modelled using 3D digital technologies from the start of the competitive dialogue.

In Poland, VINCI Construction's museum expertise is coming into its own in Gdańsk, where Warbud is starting work on the Second World War museum under a €24 million contract. The museum has a floor area of 58,000 m² over seven storeys and six underground levels. It will house collections bearing witness to the daily life of the population during the war. Soletanche Bachy built the special foundations for the structure. In Katowice, Warbud teams also handed over the building of the Polish National Radio Symphony Orchestra and the new convention centre.

In Hong Kong, Soletanche Bachy won the contract to build the special foundations for the M+ museum on land reclaimed from the sea and built the special foundations for the Xiqu Opera, the future traditional Chinese theatre.

POLISH NATIONAL RADIO SYMPHONY ORCHESTRA // POLAND
Located in Katowice, the structure, whose shape calls to mind a stack of sheet music, contains a 1,800-seat concert hall, a jazz club and a chamber music auditorium with a 300-seat capacity.

"We took up the challenge of the Eiffel Tower project to demonstrate our technical and logistical capabilities and the Group's entrepreneurial drive."

Jean-Marc Bresson, Activity Director, Bateg, VINCI Construction France

YouTube *Explore the Eiffel Tower project on VINCI Construction's YouTube channel.*

STADIUMS AND SPORTS FACILITIES

In France, work on the various sports facilities that will host Euro 2016 matches is gathering pace in the run-up to the major event.
In Lyon, VINCI Construction France has mobilised exceptional resources to complete the €405 million, 42,000 seat Grand Stade stadium complex in 30 months of works. The project has received the Attitude Environnement label.
Work continues at the same pace in Bordeaux, where construction of the new stadium is nearing completion. Inauguration of the modular 42,000-seat arena is scheduled in the spring of 2015. To meet that deadline, up to 400 people are working at the site day-to-day.
VINCI Construction companies were also involved in the construction or renovation of stadiums in Le Mans (MMArena, 25,000 seats), Nice (Allianz Riviera, 35,000 seats), Valenciennes (Hainaut stadium, 25,000 seats) and Le Havre (Grand Stade, 25,000 seats) as part of these cities' urban development projects. The modern, multi-purpose new-generation facilities, which meet UEFA standards, are designed to adapt to various types of events: sports events, of course, as well as cultural and corporate events (exhibitions, conventions, etc.). Several of the projects were carried out under PPPs.
VINCI Construction France teams also worked on the Nanterre-La Défense Arena. The modular 115,000 m² complex can be configured as a rugby stadium with 32,000 seats or a concert hall with a capacity of up to 40,000. It will be equipped with high-performance soundproofing. The project includes development of 30,000 m² of office and retail space. The stadium is scheduled for handover at the end of 2016.

In Poland, Warbud handed over the Aquapark recreation complex in Koszalin.

HOSPITALS

In France, VINCI Construction France added several projects to its track record: the new hospital in Chambéry; the cancer and biology unit at the regional teaching hospital in Besançon; the hospital complex in Troyes and the geriatric unit at the hospital complex in Vienne.

In Overseas France, Sogea Martinique and SIMP teams continued to work with VINCI Construction France and Freyssinet on the new hospital in Fort de France, a 40,000 m² facility designed to continue to operate in the event of an earthquake.
In New Caledonia, work continues on the major Koutio Médipôle hospital complex project carried out by VINCI Construction France (lead company) in synergy with SCB (VINCI Construction Dom-Tom) and with VINCI Energies for the technical works packages. The facility will have 450 rooms and 12 operating theatres.

NEW BORDEAUX STADIUM // FRANCE
The facility built to BBC low energy consumption standards will be equipped with photovoltaic panels set in frames above the car park and a rainwater recovery system that will be used to water the turf.

PAEDIATRIC HOSPITAL // POLAND
Warbud won the Building Safely award presented by the Polish building inspectorate for its work to extend the paediatric hospital in Niekłańska Street in Warsaw.

PHOSPHATE PROCESSING FACILITIES // MOROCCO
Sogea Maroc introduced a Safety Plan Action (SPA) for the civil engineering and construction work on the fertiliser storage hangar in Jorf Lasfar. The SPA procedure consists in carrying out an analysis of the planned tasks and the associated risk of accident before starting work each day.

In the United Kingdom, VINCI Construction UK's project references include the Countess of Chester Hospital in Chester; the health care centre for the elderly in Henley-on-Thames in Oxford County; a new building at Southmead Hospital in Bristol; and a centre for people with mental disabilities in Blackpool.

In Poland, Warbud completed the university paediatric hospital (80,000 m², seven levels) and continues work on a new building at the children's hospital in Warsaw. Hospital construction and renovation now account for one-quarter of Warbud's revenue.

INDUSTRIAL SITES

In the United Kingdom, VINCI Construction UK is building a new structure at the Jaguar Land Rover site in Solihull in the West Midlands.

In Morocco, Sogea-Satom is completing the phosphate processing units in Jorf Lasfar for the OCP Group. These units will be divided into two parts (processing and storage). The storage facilities will be made up of 44 arches with a unit weight of nearly 7,100 tonnes.

In Singapore, Freyssinet teams are taking part in the construction of a large logistics hub for the NTUC Fairprice supermarket chain.

"The city authorities opted for the assurance of quality construction, on-time delivery and high-quality operation throughout the contract period."

Dominique Fondacci, Project Director, VINCI Concessions and Chairman of Stade Bordeaux Atlantique

A9 MOTORWAY // FRANCE
A second section of the A9 motorway is being built in Montpellier. The existing section will become an urban motorway carrying local traffic, and the new 12-km section will carry transit traffic.

Transportation Infrastructure

TAKING PART IN THE MOBILITY BOOM

Population growth, expanding urban areas and increasing mobility needs set the stage for the development of transport infrastructure. This momentum enabled VINCI Construction to increase its volume of activity, book new orders and continue to build the infrastructure that helps make the world more mobile, around the world: roads, bridges and viaducts, marine and inland waterway works, railways and airport infrastructure.

FACT
The Grand Paris Express network project set to get under way in 2015 represents 200 km of new automated metro lines, 72 new or upgraded stations, 15,000 induced jobs every year and a €29 million public investment.

TREND
In large urban areas, space is at a premium. The subsurface, still largely unused, is becoming a strategic resource in the quest to build the sustainable city.

ROADS

In France, VINCI Construction Terrassement simultaneously tackled several motorway infrastructure projects. The company worked in a joint venture with Eurovia to hand over the third lane of a 6 km section of the A43 motorway at La Tour du Pin between Lyon and Chambéry in southeastern France, under a contract for Aréa. In Montpellier, the teams are still working on the second section of the A9 motorway, currently Mainland France's largest motorway project.
South of Bayonne, the company is working in a joint venture with VINCI Construction France to widen the Toarcche Sud section of the A63 motorway linking Bordeaux and Spain to three lanes.
The company is also working in a joint venture with Eurovia to upgrade a section of the RD 120 highway between the municipalities of Prentegarde and Montvert in the Cantal region under a public private partnership (PPP).
Lastly, in the Pyrenees, the Puymorens tunnel has been re-opened to traffic following large-scale modernisation and safety upgrades carried out by a joint venture including lead company Freyssinet, Soletanche Bachy and Terre Armée. The project included installation of nine safety refuges and 11 inclined evacuation tunnels.

On the south coast of the United Kingdom, Menard worked alongside VINCI Construction UK to continue building the new road link between Bexhill and Hastings.

In the Netherlands, the two Coentunnels in Amsterdam were officially inaugurated following five years of works by a joint venture that included VINCI Construction Grands Projets. The opening to traffic of the new Coentunnel in 2013 made it possible to close the existing tunnel for renovation – a project that was completed this year. Built under the city's port, with a length of 750 metres and a total of eight lanes, the tunnels will relieve traffic congestion on the western ring road.

In Africa, Sogea-Satom is very active in the roadworks market, which accounts for 70% of its volume. A large number of road and street refurbishment and construction projects bear witness to the company's strength in the sector, notably in Niger, Togo, Equatorial Guinea and the Republic of Congo.
In Burundi, Sogea-Satom completed the second phase of work on the 81 km RN15 highway linking Gitega and Ngozi. The contract has a value of €32.7 million. Over 950,000 m³ of earthworks were carried out on the large project. Work will continue with the construction of three concrete bridges. In Niger, the company's teams completed the construction and asphalt surfacing of an 18 km section of the Goudel-Tontibia highway in Niamey under a €36 million contract.
In Togo, Sogea-Satom is refurbishing and reinforcing the 94 km Témédja-Badou-Fre Ghana highway and the Kougnohou access road. The €47 million project has BOAD (West African Development Bank) financing.

RN1 GITEGA-NYANGUNGU // BURUNDI
The work done by Sogea-Satom on this 50 km section of one of the country's main arteries should facilitate trade with neighbouring countries, notably Tanzania and Rwanda.

In Qatar, QDVC (51% Qatari Diar, 49% VINCI Construction Grands Projets) won the second phase of the New Orbital Highway project, a motorway that will, in a few years' time, link the new port of the Qatari capital Doha with Ras Laffan. VINCI Construction Terrassement was also involved *(see page 41).*

In Australia, Freyssinet completed the South Road Superhighway, one of the most complex projects ever undertaken in the Adelaide region.

"On the A9 project, the main challenge will be to carry out the work on the TOARCCH Est section without interrupting traffic, while ensuring constant safety for worksite teams and motorists."

Frédéric Privé, Director of Major Earthworks projects France, VINCI Construction Terrassement

In the United States, the joint venture bringing together VINCI Construction Grands Projets and American company Walsh Construction started work on the Ohio East End Crossing in Indiana. The project, one of the country's largest transport system improvement projects, covers construction of bridges and a tunnel linking Louisville, Kentucky with Indiana. The $1 billion contract covers construction of a 762 metre cable-stayed bridge, a twin-bore tunnel on the approach to the Kentucky side of the bridge, 19 smaller structures providing access to the main bridge and work to improve the road network and associated infrastructure. This is VINCI's first public private partnership in the United States.

BRIDGES AND VIADUCTS

In France, the Dordogne viaduct, one of the major structures along the future high-speed rail line between Tours and Bordeaux, was inaugurated in the summer of 2014 *(see page 39)*. The 1,300 metre structure located north of Bordeaux will carry high-speed trains over the Dordogne River, which is more than 600 metres wide at this point. The HSL project built by the COSEA construction joint venture led by VINCI Construction is overseen by the LISEA concession company, in which VINCI Concessions is the leading shareholder, acting as programme manager.
In Lyon, the Schuman Bridge, a double bow-string bridge across the Saone River, was inaugurated in November 2014. VINCI Construction France subsidiaries carried out the work in synergy with VINCI Energies France.

In Turkey, Freyssinet is also supplying the cable stays and dampers for the BB3, the third bridge over the Bosphorus. The innovative design includes a 1,408 metre central span and a 58 metre wide deck carrying a dual four-lane carriageway with a central dual railway track. Freyssinet set a new cable-stayed span record with this project.

In the United States, Freyssinet recently completed work on the Willamette River Transit Bridge (WRTB) in Portland, Oregon, a cable-stayed structure designed for pedestrian, bicycle, bus and tramway traffic.

In Mexico, Freyssinet teams completed major repair and reinforcement work on the Coatzacoalcos Bridge in the State of Veracruz. They also started rebuilding the Coyuca de Benitez Bridge destroyed by a hurricane in 2013.

In Panama, VINCI Construction Grands Projets is continuing work on the construction of the Atlantic Bridge at the Panama Canal site, a cable-stayed concrete bridge with a dual two-lane carriageway. It will be the world's longest cable-stayed concrete structure, with a 530 metre central span and a total length of 1,050 metres. Large Post-Panamax type container ships will have room to pass under the bridge when the canal is widened. The bridge will also carry vehicle traffic over the Panama Canal on the Atlantic side, independently of the operation of locks.

In Cameroon, lead company Sogea-Satom continued work on the second Wouri Bridge in a joint venture with Soletanche Bachy and with the help of Dodin Campenon Bernard and VINCI Construction France. The bridge will soon make life easier for the citizens of Douala *(see page 38)*.

In Hong Kong, Freyssinet signed two major contracts, one covering construction of the Liam Tang 3 border bridge and the second construction of a viaduct between Tuen Mun and Chek Lap Kok.

MARINE AND INLAND WATERWAY INFRASTRUCTURE

In France, Soletanche Bachy enlarged the Hautot sur Seine turning zone downstream from Rouen and built a retaining wall topped by a dike to protect the embankment from flooding in the Seine.

On Reunion Island, VINCI Construction Dom-Tom and VINCI Construction France teams completed the container terminal extension project in the East zone of the seaport to enable it to berth two large ships at the same time.

In Africa, Sogea-Satom worked in synergy with EMCC (VINCI Construction France) to start work on the jetty in the Abidjan fishing port in Côte d'Ivoire. The work includes demolition of existing equipment, dredging, creation of a 1,200 metre quay and development of the dockside space.
In Benin, Sogea-Satom worked in synergy with other VINCI Construction companies to begin enlarging the new south quay in the port of Cotonou.
The company also won two impressive contracts in Morocco. One is a €56 million contract to build the fishing port in Casablanca, awarded by the Agence Nationale des Ports du Maroc port authority; and the other a €12.3 million contract to build a new marina in the port of Al Hoceïma on the country's northeastern coast.
In Togo, Soletanche Bachy teams completed the construction of a third berth for container ships in the port of Lomé.

In North America, Menard is continuing to work on the port of Long Beach in the U.S. State of California. In northeastern Quebec, Soletanche Bachy completed the foundations of the new multi-purpose quay in the port of Sept-Iles.

In Latin America, Menard is carrying out dynamic compaction to improve the ground for the Topolobampo port extension project in Mexico. Its teams treated 30,000 m² in the space of five weeks. Soletanche Bachy is also working on the port project in the city of Buenaventura, Colombia.

In Dubai, Soletanche Bachy is continuing its work to design and build Terminal 3 in the port of Jebel Ali, for which it is also supplying equipment, to raise its capacity from 15 to 19 million containers.

WILLAMETTE RIVER TRANSIT BRIDGE // UNITED STATES
For the crossing much awaited by the inhabitants of Portland, Freyssinet played a key role in installing the 80 cable stays, supplying materials and equipment and providing technical support.

PORT OF COTONOU // BENIN
Sogea-Satom has been carrying our major port extension works since 2008 with the help of Soletanche Bachy and EMCC (VINCI Construction France). The overall value of the Group's Cotonou port projects comes to more than €100 million.

AGUADULCE INDUSTRIAL PORT // COLOMBIA
In Buenaventura Bay, Soletanche Bachy is building a footbridge, a transition platform and a new quay in the port.

YouTube *Watch the VINCI Construction film on the art of bridgebuilding: http//bit.ly/1L7sYbm*

RAIL WORKS

In France, several VINCI Construction subsidiaries continued and completed the earthworks and civil engineering works on the SEA Tours-Bordeaux HSL *(see page 39)*. In Paris, Dodin Campenon Bernard is extending Line 4 of the metro in synergy with several VINCI Construction France subsidiaries. It is also taking part in the work on Line 14 with Soletanche Bachy. Dodin Campenon Bernard, supported by VINCI Construction Terrassement, also began work on the future Rennes metro as part of a joint venture under a €320 million contract.
In Marseille, Soletanche Bachy is participating in the work to build a multimodal hub and a train marshalling structure as part of the city's metro Line 2 project.
Lastly, the first 500 metres of the 3.7 km cut-and-cover on the Cornavin-Eaux Vives-Annemasse (CEVA) rail line were handed over by a joint venture that included five VINCI Construction subsidiaries. The future regional light rail system, which will connect Geneva, Switzerland with Annemasse, France, constitutes the canton of Geneva's largest project of the past 20 years.

In Overseas France, Sogea Martinique started design-build work on the island's Bus Rapid Transit (BRT) system. The project is being built under a 22-year partnership contract awarded to VINCI Concessions subsidiary Caraibus.

In Hungary, Soletanche Bachy worked on Line 1 of the Budapest metro.

In the United Kingdom, VINCI Construction UK, Soletanche Bachy and VINCI Construction Grands Projets are taking part in the large Crossrail project, an express link that will cross London east to west starting in 2018. The project reached the half-way point in 2014.

In the Netherlands, VINCI Construction Grands Projets completed the Liefkenshoek project in Antwerp. The railway link between the two banks of the Escaut River was brought into service at the end of 2014 following a year of testing.

In Egypt, VINCI Construction Grands Projets teams handed over Phase 2 of Line 3 of the Cairo metro five months ahead of schedule.

In Asia, Soletanche Bachy is building a 300-metre cut-and-cover for the Express Rail Link project in Hong Kong. Meanwhile, VINCI Construction Grands Projets is continuing construction of contract 1103 of the Central to Shatin metro line.
In Singapore, Soletanche Bachy won the contract to build two stations and associated tunnels for the Thomson Line *(see page 43)*. In Malaysia, its teams are continuing their work on a metro station in the heart of Kuala Lumpur.

In Qatar, VINCI Construction Grands Projets is continuing work on two key rail projects: the last phase of the LRT project in the new town of Lusail, which will culminate in the turnkey delivery of a 27 km urban transport system; and the Red Line South of the Doha metro, comprising five stations and 30 km of tunnels.

AIRPORT INFRASTRUCTURE

In Overseas France, SBTPC is reinforcing and widening two runways at Roland Garros Airport in Saint Denis on Reunion Island.

In Africa, Sogea-Satom completed work to refurbish and extend the aprons and taxiways at the Zanzibar airport in Tanzania. The project's new 100,000 m² apron will be able to serve larger aircraft.
In the Republic of Congo, the company built a new 2,050 metre long, 45 metre wide runway at the airport in Sibiti, 300 km west of Brazzaville, enabling Boeing 737 type aircraft to take off and land.

In Australia, Menard worked on the construction of a new runway to extend the capacity of the Brisbane airport.

In Tajikistan, following less than two years of work, the new International Airport in the capital Dushanbe was inaugurated on 3 September 2014, four months ahead of schedule. The 12,000 m² terminal, built by VINCI Construction Grands Projets with help from VINCI Airports providing programme manager support, has a capacity of 1.2 million passengers. The first commercial flight took place on 1 November 2014.

In Cambodia, VINCI Construction Grands Projets continued work to extend and renovate the airports in Phnom Penh and Siem Reap, which are managed by VINCI Airports.

In Chile, VINCI Construction Grands Projets will be taking part in the extension of Arturo Merino Benitez Airport in Santiago de Chile. The project will enable the facility to handle 15 million additional passengers. It is one part of the tender won by VINCI Airports, Aéroports de Paris and Astaldi to operate the airport, South America's sixth-largest in terms of traffic, as a concession.

DOHA METRO RED LINE SOUTH // QATAR
Up to 2,500 people from about 20 countries will be working on the project, for which VINCI Construction Grands Projets has deployed its Skill Up training programme.

BRISBANE AIRPORT // AUSTRALIA
Menard Bachy, as part of a joint venture, supplied and installed nearly 8.2 million linear metres of prefabricated vertical drains to prepare construction of the new runway. The project was completed three weeks ahead of schedule, having totalled 40,000 hours of work without lost-time accident.

SIBITI AIRPORT // CONGO
SGE-C Congo (Sogea-Satom) is building a 1,205 metre runway that will be able to serve Boeing 737s, a taxiway, the apron, the car park, and an access road.

RENNES METRO // FRANCE
The Elaine tunnel boring machine began boring the 8,056 metre tunnel for Line B works package 1 in January 2015.

CROSSRAIL PROJECT // UNITED KINGDOM
VINCI Construction UK, VINCI Construction Grands Projets and Soletanche Freyssinet are involved in several worksites as part of Europe's largest public transport project.

YouTube *Watch the film on the SEA HSL project: http//bit.ly/1BLmPeB*

Water infrastructure

COVERING THE ENTIRE WATER CYCLE

Water engineering is one of VINCI Construction's long-standing business activities. Two of its flagship companies, GTM and Sogea, started out in the sector in the 19th century. VINCI Construction has therefore been able to develop comprehensive expertise encompassing the entire water cycle, from drinking water pumping to rainwater runoff management, dam maintenance and wastewater discharge and treatment. The Group's track record includes the construction of a large number of drinking water treatment plants around the world. One of its strengths is its ability to combine process works *(see pages 76-77, Environment)* with civil engineering. Well established in Mainland and Overseas France and in Africa, the activity has been extended to the international market in recent years, as evidenced by successful projects in the Middle East, Jamaica and other parts of the world. The growing need for sanitation and water systems around the world will drive the long-term expansion of the activity.

FACT
Nearly one billion people around the world do not have access to improved sanitation.

TREND
Improved access to healthy water and basic sanitation will have substantial positive economic impact. Studies carried out by the World Bank in five Southeast Asian countries show that they are losing about 2% of their cumulative GDP due to poor water and sanitation.

LEE TUNNEL // UNITED KINGDOM
The project's main structure is a 7 km tunnel with a 7 metre inside diameter, built more than 70 metres below the surface in London.

WATER TREATMENT

In France, VINCI Construction France and Dodin Campenon Bernard are continuing work under a €229.7 million contract to upgrade the Seine-Aval wastewater treatment plant, Europe's largest. Following completion of the pre-treatment part of the project, the second stage is now focused on biological wastewater treatment. The existing facilities will be replaced with more efficient units to treat the water more effectively, with special attention to nitrogen. The Paris area wastewater authority will then be in a position to meet the requirements of the Water Framework Directive, which focuses on the resource's ecological status. The second phase will be completed in 2017 following 40 months of work. The third and last stage of the upgrade project will then begin with an overhaul of the sludge treatment system.
VINCI Construction France is also part of a joint venture that won the contract to upgrade the drinking water plant in Nantes. The six-year contract has a value of €64.4 million, of which €14.6 million for VINCI Construction.

On Reunion Island, work on the new Saint Joseph wastewater treatment plant is nearing completion. Sogea Réunion carried out the project in record time (15 months) in a joint venture with VINCI Environnement. The new facility will enable the city to continue its urban expansion, while helping to protect the environment. The facility's initial capacity of 18,500 PE (population equivalent) can be extended to 37,000.

In the Czech Republic, the start of work on the major project designed to extend the central treatment plant in Prague, won by SMP at the end of 2013, was still pending at the end of the year.

In Cambodia, VINCI Construction Grands Projets won the design-build contract to double the capacity of the Niroth water treatment plant in the southern districts of Phnom Penh. In addition, it won a $7.5 million contract awarded by Cambodia Airports, a subsidiary of VINCI Airports, to build two new wastewater treatment plants at the international airports in Phnom Penh and Siem Reap.

In Africa, Sogea-Satom won several hydraulic engineering projects. A number of them are in Morocco, especially in Casablanca and the surrounding region. They include the design-build construction of the Sidi Bernoussi pre-treatment plant and the civil engineering works for the Zenata pumping station. In Uganda, the company was awarded two hydraulic projects. They cover extension of two water treatment plants in Kampala, storage capacity expansion and construction of 30 km of collector mains designed to supply the new outlying districts with drinking water. The work will help to better conserve the water quality of Murchison Bay in Lake Victoria.

SEINE-AVAL PLANT // FRANCE
Nearly 1,000 people will be working on the civil engineering for the plant's biological water treatment system. The Achères plant treats just over 60% of the Greater Paris area's wastewater and rainwater runoff.

WATER SUPPLY AND NETWORKS

In the United Kingdom, VINCI Construction Grands Projets teams worked in a joint venture with Soletanche Bachy to continue the €698 million Lee Tunnel project, which will halve the volume of wastewater and untreated rainwater runoff discharged to the Thames every year. Tunnel boring

"I inspect the Lee Tunnel twice a year to assess the project from a social, societal and environmental point of view. Following my most recent inspection I gave it a score of 44/50, indicating exceptional overall performance!"

Eddie Challand, auditor for the Considerate Constructors Scheme (CCS)

PRE-TREATMENT PLANT // MOROCCO
The work carried out at Sidi Bernoussi by Sogea Maroc as part of a joint venture will require 230,000 m³ of excavation to a depth of 18 metres below sea level, as well as 1,400 tonnes of reinforcing steel and 15,000 m³ of reinforced concrete.

started in early 2014, is progressing at a pace of 790 metres per month, thanks in large part to the efficient operation of the Busy Lizzie TBM.

In Scotland, Scottish Water, the public water and sewage operator, awarded the contract to build the Shieldhall Tunnel in Glasgow to VINCI Construction Grands Projets and Costain in equal shares. The €105 million contract covers design and construction of two wells with a diameter of 15 meters and a depth of 20 metres, a 300-meter cut-and-cover and a 5 km tunnel. The project is part of major works undertaken by Scottish Water to improve saturated and aging water collection and distribution systems in Glasgow.

In Morocco, Sogea Maroc will triple the capacity of the Casablanca drinking water supply system from Rabat for the Office National de l'Eau et de l'Electricité (ONEE) via a pipe allowing for a flow rate of 3.9 m³/s under a €17 million contract.

In Burkina Faso, Sogea-Satom handed over the irrigation works in the Dî agricultural project in the Sourou Valley. The project will irrigate 2,300 hectares of agricultural land.

In Jordan, the Water Authority of Jordan awarded a contract to VINCI Construction Grands Projets to provide support for its water system modernisation programme in the city of Yarmouk for a period of 24 months.

In Jamaica, VINCI Construction Grands Projets has nearly completed the two ongoing contracts covering improvement of the Kingston and Port Antonio water systems.

DAMS

In Europe, a seismic reinforcement programme at the French-Swiss Chancy-Pougny hydroelectric dam in the Ain region was awarded to a joint venture bringing together Soletanche Freyssinet and VINCI Construction France.

In the United States, Soletanche Bachy won the contract to repair the Wanapum Dam in Washington State.

In Madagascar, Sogea-Satom is carrying out the second phase of dam construction at the Ambatovy mining site, which comprises 12 earthen dams and 6 control dams.

In Egypt, VINCI Construction Grands Projets is building the new Assiut Barrage on the Nile, under a design-build contract, to replace the old dam dating back to the early 20th century. The structure will ensure navigation on the Nile thanks to a double lock and will irrigate nearly 700,000 hectares of land down to Cairo.

WANAPUM DAM // UNITED STATES
The work undertaken by Nicholson Construction (Soletanche Bachy), under a $61 million contract, covers stabilisation and repair of the structure with installation of vertical anchor ties.

ASSIUT BARRAGE // EGYPT
VINCI Construction Grands Projets teams are familiar with the Nile, having previously built the Naga Hammadi Dam and a hydroelectric plant under the Aswan Dam.

WASTEWATER TREATMENT PLANT // POLAND
Warbud extended and modernised the plant in Siedice, in the eastern part of the country.

Energy & Nuclear

CONTRIBUTING TO A SUCCESSFUL ENERGY TRANSITION

Economic development generates a sharp increase in energy demand all over the world. Meanwhile, climate change and the inevitable depletion of fossil energy sources call for a change in the energy mix with reduced CO_2 emissions. Against this backdrop, nuclear energy and renewables appear have a bright future. These are two areas in which VINCI Construction has a considerable head start. In the nuclear sector, it has been able, via feedback, to adapt its construction and dismantling techniques to the extreme requirements of the industry, in which safety is a permanent imperative. The Group's track record displays a wide variety of expertise, ranging from the construction of the ITER research reactor designed to study cold fusion in Cadarache to the construction of the Chernobyl confinement. Similarly, in the field of renewable energies, the Group's experience with outsized structures will stand it in good stead in the effort to capture energy in the air or on the seafloor.

FACT
World energy consumption is expected to increase by 50% between now and 2035 as a result of population and economic growth.

TREND
The European Union has targeted a 27% share of renewable energies in electricity generation in the 2030 timeframe, with a mid-term goal of 20% in 2020. France, for its part, is aiming for 23% in the first phase and 32% in 2030.

ITER // FRANCE
In August 2014, VINCI Construction France and Dodin Campenon Bernard completed the construction of the monolithic slab on which the Tokamak Complex will rest – a 23,000 tonne structure that weighs three times as much as the Eiffel Tower.

NUCLEAR

In France, work on the future international thermonuclear experimental reactor (ITER), one of the world's largest nuclear research projects, made significant progress in Cadarache. At the end of August 2014, a joint venture bringing together a number of VINCI Construction subsidiaries performed the last concrete pour (865 m^3) for the B2 basemat of the future nuclear research reactor, marking the completion of the monolithic slab on which the 14,000 m^3 Tokamak Complex will rest. Over the following weeks, another joint venture of several VINCI Construction subsidiaries began construction of the Tokamak reactor building – a 28-metre diameter, 29 metre high, 23,000 tonne cylinder. With the two ancillary buildings adjacent to it, it will constitute a reinforced concrete structure with a length of 120 metres, a width of 80 metres and a height of 80 metres. The contract also includes construction of the large (4 metre x 4 metre, 40 tonne) anti-radiation doors that resist overpressure. The contract covering design studies and construction for this part of the project was awarded to a joint venture made up of Cegelec (VINCI Energies) and Sommer. ITER is a one-of-a-kind example of international cooperation in the field of energy. It will be the largest experimental fusion facility ever built. The programme is designed to demonstrate the scientific and technical feasibility of fusion. All work is carried out with extreme rigour to meet the drastic safety standards applyinging in the nuclear industry. In addition, VINCI Construction Terrassement will continue for another two years to operate the Cires grouping, storage and disposal site in the Aube region for Andra, the French national radioactive waste management agency.
Lastly, Nuvia, the specialised subsidiary offering very broad capabilities in the nuclear field, won a five-year renewal of its contract covering logistics at the Cruas site and a design studies contract – in conjunction with VINCI Construction France – relating to the Epure project, an experimental platform based at the CEA site in Valduc, along with another design studies contract related to the ITER Cryostat.

CADARACHE // FRANCE
Decommissioning of a glove box

The company also worked on the decommissioning of a containment at the Areva LPC (chemical purification laboratory) / ATPU (plutonium technology shop) facility at the CEA in Cadarache. Its teams also took part in replacing steam generators at EDF's Cruas power plant and tightening post-tensioning tendons for EDF nuclear power plants.

In the United Kingdom, Nuvia is involved in the Export B30 project in Sellafield and in dismantling the RB-Magnox Ltd. tanks.

In Croatia, Nuvia supplied environmental radioactivity monitoring equipment.

In Ukraine, Novarka teams (50% lead company VINCI Construction Grands Projets, 50% Bouygues Travaux Publics) carried out the last lifting operation on the Chernobyl sarcophagus confinement in November of last year. The structure is composed of two half-arches. The next step will be to assemble the two parts of the confinement, install its equipment and then slide it over the existing sarcophagus.

"VINCI Construction France companies already had vast experience in nuclear activities and their requirements. This enabled us to start a fruitful dialogue about quality and safety."

Laurent Scmieder, Site, Buildings and Power Supplies Project Manager at F4E, programme manager, ITER, Cadarache

URBAN GEOTHERMAL NETWORK // FRANCE
Built in Villejuif near Paris by Entrepose Drilling, the facility will offer low-cost, ecological heating for 27,000 to 28,000 housing units. The work covers construction of a 2,305 metre deep production shaft and a 2,100 metre injection shaft.

CHERNOBYL CONFINEMENT // UKRAINE
This 25,000 tonne steel structure could cover the surface area of the Stade de France, with a height comparable to that of a 30-storey building. It will contain the tools required to dismantle the damaged reactor and clean up the site safely.

Work will then be carried out to completely isolate the destroyed No. 4 reactor from the outside. On 7 October 2014 a €489 million contract rider was accepted by the donor countries following a review of the work. This raises the overall value of the project to €1,424 million. Handover is scheduled in October 2017.

In Belarus, Freyssinet is providing the materials and equipment to build two reactor blocks at the new Belorusskaya power plant in Ostrovets. Freyssinet will install the prestressing system, concrete structure monitoring sensors and access platforms. Work is scheduled for completion at the end of 2017.

In China, Nuvia is working on the protection of electrical safety circuits at the Taishan power plant.

In India, the company won the contract to supply passive fire protection solutions at the Bhavini prototype fast breeder reactor (PFBR) project.

ENERGY

In Brazil, Freyssinet is part of the joint venture that will supply the towers for 36 wind turbines at the Trairi II project in the state of Ceara. The 97.2 MW wind farm is set to begin operating in mid-2016. Specially designed for the project in partnership with Alstom, the 119 metre high towers will be made of prefabricated concrete sections and will be installed via a method that does not require the use of a crane. Freyssinet also offers the turnkey FreyssiWind solution, used to build very high concrete wind turbines.

In France, Entreprise Drilling is putting its experience in oil drilling to good use in renewable energies in central Bagneux near Paris. In November 2014, the company launched a three-month drilling campaign for a 2,000 metre deep geothermal doublet to reach a hot water aquifer. The water will supply a 13 MW geothermal power plant that will ultimately serve about 9,500 equivalent households and avoid 15,000 tonnes of CO_2 per year.

YouTube *The construction of the Chernobyl arch in pictures: http://bit.ly/1wPK7ji*

EOLIFT // INNOVATION
Designed by Freyssinet, these very high wind turbines will significantly increase the amount of power generated and capture winds at higher altitudes, which are more powerful and more regular.

EPURE PROJECT // FRANCE *Following two and a half years of design studies, the radiographic and hydrodynamic installation project has now entered the construction phase at the CEA's Valduc site. Nuvia (Nuvia Structure and Millennium) coordinated all work, which was carried out by VINCI Construction France subsidiaries.*

At the end of 2014, Entrepose signed an agreement with two other partners to ensure engineering and execution of marine works for the Nautilus project in Martinique, an onshore power plant involving ocean thermal energy conversion (OTEC). In addition to generating electricity, the power plant will use cold water drawn from great depths in climate control, freshwater production and aquaculture systems.

PIDDLEHINTON UNITED KINGDOM //
Naturally Occurring Radioactive Material treatment (NORM) unit.

YAMAL LNG // RUSSIA
The project will provide access to the huge gas resources of the Russian Arctic, by creating a new shipping route to Europe and Asia.

Oil & gas

SUPPORTING STRONG ENERGY DEMAND

The medium and long-term trends are favourable but the oil & gas market experienced a turbulent period in 2014 related to the decline in the price of the barrel, which fell below $70 in December, and a troubled geopolitical environment. This did not prevent VINCI Construction from maintaining its activity and its investments or from booking a large number of major orders, particularly in LNG storage tanks and pipeline installation.
To better tackle the economic difficulties, some of its companies reorganised to improve their competitiveness and profitability. If the oil price does not rise, the project "maturing" time may be lengthened. But it is clear that with growing demand for energy all over the world, the demand for oil and gas infrastructure – pipelines, seafloor pipes, oil drilling and underground hydrocarbon storage – will pick up again.

FACT
28 million hours worked without accident: Spiecapag achieved this feat on the PNG LNG project in Papua New Guinea *(see page 74)*. The company won the ExxonMobile PNG LNG Project SSHE Initiative Award in recognition of its achievement.

TREND
The oil sector accounts for 23.6% of the global revenue of the main construction companies operating internationally, with 43.6% growth in one year.

OIL INFRASTRUCTURE

In France, VINCI Construction Terrassement, via its subsidiary Weiler, carried out major development works at Total's Carling petrochemical site in the Moselle region.

In the United States, Menard, specialising in soil engineering, deployed an ingenious and economical solution at the Raceland oil site in Louisiana to reinforce the ground on which four new oil tanks are to be built. It installed 2,000 controlled modulus columns (CMC) with a diameter of 400 mm to a depth of 40 metres in the clayey ground.

In Vietnam, Menard is carrying out ground improvement for one of the country's two refineries in Nghi Son; the project has high quality requirements based on the ISO 9001 standard. Menard also applied its expertise at the PEMEX refinery in Mexico.

GAS INFRASTRUCTURE

In France, VINCI Construction subsidiary Entrepose Contracting completed the construction of three cryogenic LNG (liquefied natural gas) storage tanks at the future Dunkerque LNG terminal, which will have a regasification capacity of 13 billion m^3, equal to 20% of the natural gas consumed in France and Belgium.

In Russia, work continued at the South Tambey gas site in the Yamal Peninsula. The ultimate goal is to commission four cryogenic LNG (liquefied natural gas) storage tanks. At the end of 2014, two concrete walls had been cast and one roof completed, according to schedule. The project, carried out jointly by VINCI Construction Grands Projets and Entrepose Contracting, is located in one of the coldest places on earth, 800 km above the Arctic Circle, where temperatures can descend to -55°C in winter.

In Australia, similar synergies are at work between two VINCI Construction subsidiaries in Wheatstone, in the northwestern part of the country. Within a joint venture with Thiess Pty Ltd, VINCI Construction Grands Projets and Entrepose Contracting are in charge of engineering, supply and construction of two liquefied natural gas (LNG) tanks with unit capacities of 150 m^3 and two 120,000 m^3 condensate storage tanks. The value of the contract is about AU$ 500 million (about €400 million).

OIL STORAGE SITE // UNITED STATES
In Louisiana, Menard USA devised a ground reinforcement solution that was able to support four 43 metre diameter, 12 metre high oil tanks. It involved installing 2,000 controlled modulus columns (CMC) to a depth of 40 metres.

"In Yamal, ability to handle the foundation engineering was a decisive criterion in the contract award. We had a strong commercial advantage, because we saved materials and above all shortened lead time."

Hosni Bouzid, Director of LNG Tank activities, VINCI Construction Grands Projets

GEOCEAN PROTIS BARGE // INNOVATION
The 120 metre long, 33 metre wide barge belonging to Geocean (Entrepose) has a 520 tonne crane. It displaces 12,000 tonnes and can house 240 people.

UNDERSEA PIPES

In Benin, Entrepose subsidiary Geocean used its new Geocean Protis barge for the first time to lay undersea pipes at the Sèmè field in Beninese waters. The work was carried out at a depth of 30 metres and included the installation of a 200 tonne module on an oil platform.

PIPELINES

In Papua New Guinea, Entrepose subsidiary Spiecapag completed the laying of a 450 km pipeline between the new gas field and the Gulf of Papua. The huge project was carried out largely in the jungle, in a swampy region and under difficult weather conditions. The extreme environment did not prevent the teams from progressing at a very good pace. As a result, gas production was able to start five months ahead of the initial schedule. Ultimately, gas production will double the country's GDP.

In Bolivia, Spiecapag started construction of a gas pipeline with a length of over 140 km, three flowlines and several control stations as part of the Incahuasi-Aquio gas field development project. The contract value is more than $260 million.

In Colombia, the company also won two contracts as part of a joint venture: one for the construction of the first phase (37 km) of a 57 km oil pipeline some 100 kilometres southeast of Bogota; the other for the construction of an 80 km onshore gas pipeline and 4 km of offshore gas pipeline as part of a natural gas exploration project.

In Chile, the Escondida mine *(see page 42)* controlled by BHP Billiton awarded the construction contract for a seawater intake and outfall to Geocean (Entrepose), working in a joint venture. The project will extend a desalination unit used in ore processing. The overall value of the project is €128 million (of which 65% for VINCI entities).

In Australia, joint venture lead company Spiecapag recorded a further success with the award of a contract to build a 300 km gas pipeline in Western Australia, about 1,000 km east of Perth.

OIL DRILLING

In India, Entrepose won a three-year contract to carry out an oil exploration campaign in the region of Rajasthan for Cairn India Ltd.

PNG LNG PROJECT // PAPUA NEW GUINEA
The Spiecapag (Entrepose) led project was completed after four years of works. In the absence of transport infrastructure, Spiecapag built a road through the jungle using rock materials found in the region. A cablecar facilitated construction on steep slopes. The 12 metre pipes were brought in in groups of three by a fleet of trucks, then welded together and placed in the trench by pipe layers. All worksite waste was sorted, crushed and taken to treatment and incineration centres.

LNG TANKS // AUSTRALIA
At Wheatstone, the civil engineering for the walls and the lifting of the roofs of two LNG tanks were completed in temperatures close to 50°C in the Australian summer.

UNDERGROUND HYDROCARBON STORAGE

In Singapore, Geostock, the specialised subsidiary of Entrepose, commissioned the first phase of the Jurong Rock Caverns, a deep hydrocarbon storage facility on Jurong Island. After designing the structure and providing support during construction, Geostock is now in charge of operating and maintaining the site for a period of 15 years as a member (35%) of the Banyan Caverns Storage Services joint venture that won the contract.

JURONG ROCK CAVERNS // SINGAPORE
Geostock, a leading player in the market for liquid, liquefied and gaseous hydrocarbon underground storage and related surface facilities, won the contract to operate and maintain the Jurong Rock Caverns site as part of a joint venture.

YouTube *Read the article about the PNG LNG project in Papua New Guinea: http://bit.ly/1GLjrjB*

Environment

DELIVERING CUSTOMISED PROCESS SOLUTIONS

Waste reduction is a major environmental goal around the world. Through its subsidiary VINCI Environnement, VINCI Construction operates in engineering, design and turnkey construction of water, waste and fume treatment units and develops the integrated technologies used in them. Its one-of-a-kind expertise as an integrator is based on its 50 years of experience in carrying out more than 500 projects in France and around the world. This unrivalled capability gives VINCI Construction the ability to integrate all dimensions of a project, from design to civil engineering and maintenance. VINCI Construction's activities also cover pollution remediation and asbestos removal.

TREND
The 2014-2020 waste reduction and recycling plan introduced by France's Ministry of Ecology, Sustainable Development and Energy is designed to halve the quantity of waste landfilled by 2025 and achieve a 30% reduction by 2020. The plan is expected to generate nearly 8,900 long-term jobs in the operation of the new treatment facilities and nearly 25,000 short-term jobs in their construction over a period of 11 years.

CORNWALL ENERGY RECOVERY CENTER // UNITED KINGDOM
The waste to energy facility will process up to 240,000 tonnes of non-recyclable ultimate waste per year. The installation will also provide enough energy to supply power to the equivalent of 21,000 households.

WASTE RECOVERY

In France, VINCI Environnement and Chantiers Modernes Construction, two VINCI Construction subsidiaries, will be responsible for the major part of the design-build contract for the Ivry-Paris XIII waste recycling centre. Syctom, Europe's largest household waste treatment authority, bringing together 84 Paris-area municipalities, awarded the construction and then the operation of the unit to the IP13 joint venture in which VINCI is one of the main participants.
As part of a joint venture, VINCI Environnement was also tapped by the SMAV (Syndicat Mixte Artois Valorisation) recycling authority to design, build and operate its future mechanical-biological pre-treatment unit. Every year 35,000 tonnes of household waste will be separated and treated for recycling purposes. Located at the heart of the area where the waste is generated, the new system will supplement exisiting waste treatment facilities. It will be built in lieu of a waste transfer station at the Saint Laurent Blagny eco-hub. The process and the architecture have been comprehensively optimised to fit into the existing facilities. The project will enable activity at the site to continue and ensure safety throughout the works.

In the United Kingdom, VINCI Environment UK, a joint company founded by VINCI Construction UK and VINCI Environnement, began work on the Allerton Waste Recovery Park, the future multi-stream waste treatment centre of North Yorkshire County and the City of York.
In Cornwall, the teams are working on the Cornwall Energy Recovery Center, a waste to energy facility. This is the region's largest construction project. In 2014, the recycling equipment was installed and finishing work was carried out. Cold testing has been scheduled at the end of 2015.

In Ethiopia, VINCI Construction Grands Projets has initiated the first phase of the Sendafa New Sanitary Landfill being built north of Addis Ababa. The €13.15 million contract, awarded by the Ethiopian authorities, includes construction of two storage compartments and two basins (aerobic and anaerobic). The project, which will take 18 months to complete, is supported by France's Agence Française de Développement (AFD) development agency.

IVRY-PARIS XIII WASTE RECYCLING CENTRE // FRANCE
This design-build works contract has a value for the VINCI companies of €513 million over a period of nearly 12 years.

WATER TREATMENT

In France, two VINCI Construction France subsidiaries, working with Dodin Campenon Bernard, launched the second phase of the Seine-Aval treatment plant overhaul in Achères *(also see page 65)*.

In Belgium, VINCI Environnement won, as part of a joint venture, the contract to upgrade the second wastewater treatment plant in Brussels. Its teams will be responsible for modernising the water treatment line, made up of primary lamellar settling, sieving and biological basins. To separate the treated water from sludge, 226,000 m^2 of membranes will be installed. A physical-chemical air treatment unit will also be built.

SOIL DEPOLLUTION

In France, VINCI Construction began site remediation work at an industrial brownfield site in the Marseille neighbourhood of Estaque that was abandoned many years ago. The company's subsidiary Navarra TS provides three types of services – chemical remediation, pyrotechnical remediation and demolition-deconstruction – on a large number of sites.

DECONSTRUCTION

In France, specialised subsidiaries of VINCI Construction France, brought together under the NEOM brand and dedicated to deconstruction, carried out several clean-up and asbestos removal operations for the Lutetia and Pullman hotels, the Palatino building and the Maison des Sciences de l'Homme in Paris. They are also participating in the dismantling of nuclear submarines for the French Navy.

Mining

ENSURING SAFE RAW MATERIALS EXTRACTION

The sharp decline in raw materials prices slowed investments in the mining sector in 2014 and prompted a wait-and-see attitude on the part of investors. The sluggish business cycle did not however prevent the VINCI Construction companies involved in the sector, such as Soletanche Bachy and VINCI Construction Grands Projets, from holding their activity at a fairly stable level. VINCI Construction consolidated its positions in South America, one of the world's great mining continents, and in Africa where its expertise is now fully recognised. World demand for raw materials is structurally set to increase, and investment should resume as soon as markets return to their previous momentum.

EL TENIENTE MINE // CHILE
On the worksite, the tunnel excavation operation reached the 10-km milestone in mid-2014.

In France, following five years of works, VINCI Construction Terrassement completed the project designed to secure and mechanically stabilise the former Canari asbestos mine in Upper Corsica. The work consisted in stabilising the slag heaps, depositing asbestos-containing worksite waste in the former mine craters and securing the slope. It also included construction of a 1,500 metre structure to channel the water of the catchment basin. The project was France's first earthworks operation carried out in an asbestos-containing environment.

In Chile, where the mining sector accounts for 23% of GDP and 66% of exports, VINCI Construction companies are involved in a number of large projects. Entrepose subsidiary Geocean and Soletanche Freyssinet subsidiary CSM Bessac formed a joint venture to build water intake and outfall structures for the Escondida mine, the world's largest open-pit copper mine, in the Atacama desert. Carried out as part of the expansion of a desalination plant for use in ore processing, the project includes construction of three underwater outfalls with a diameter of two metres, built by micro-TBM, marine works and the construction of two onshore civil engineering structures. Soletanche Bachy's Chilean subsidiary is participating in the works.
In the heart of the Cordillera, 80 km south of Santiago, VINCI Construction Grands Projets and Soletanche Bachy are digging two new tunnels at the El Teniente underground copper mine, the world's largest, which lies at an altitude of between 1,500 and 1,900 metres. Soletanche Bachy and VINCI Construction Grands Projets, working together in the Constructora de Túneles Mineros (CTMSA) joint venture, continued construction of the main tunnels of a new extraction level lying below the level currently operated. Two 9 km tunnels with an average cross section of 65 m^2 are being blasted. One will transport personnel, the other ore. Two intermediate access galleries with a total length of 6 km were also built. Called the Nuevo Nivel Mina, the project includes construction of four tunnels with a combined length of 24 km. The creation of the new level will make it possible to maintain extraction volume at 137,000 tonnes per day and raise copper production to 434,000 tonnes per year. It will also extend the life of the site by 50 years.
In addition, local Terre Armée teams designed and built four 12 metre high retaining walls at the Antucoya mine north of Antofagasta.

At the Las Tortolas site, Terre Armée built a reservoir to retain residue along a storage lake for mining operation materials, in order to protect a pumping facility.

In the Republic of Guinea, Sogea-Satom teams are building the Beyla-N'Zérékoré highway as part of the Simandou mining project. Financed by Rio Tinto, the €63 million, 128 km project calls for 850,000 m^3 of excavation and 350,000 m^3 of backfill. The project is subject to very stringent environmental and social restrictions imposed by the IFC (World Bank), a partner of Rio Tinto on the project.

In Zambia, Soletanche Bachy signed a contract with Mopani Copper Mines Plc to install piles at the Mufulira and Mindola mining sites.

In Madagascar, Sogea-Satom is continuing the construction of the second phase of the Ambatovy dams for the Dynatec Madagascar mining company, covering 12 earthen dams and 6 control dams.

In Australia, the local Terre Armée subsidiary won the contract to design and build a 17.4 metre high Reinforced Earth® retaining structure for the Caval Ridge open-pit coal mine, where production is expected to reach 5.5 million tonnes per year.

ANTUCOYA MINE // CHILE
Tierra Armada Chile (Terre Armée) teams built four 12-metre retaining walls at the northern copper mine in less than two months.

YouTube *Watch the film about the El Teniente mine: http://bit.ly/1xrCtXl*

■ Network of local subsidiaries
■ Specialist activities
■ Management and execution of complex projects

A
■ ABO Supply
■ ACTP
■ ADIM
■ ADIM Concepts
■ ADIM Côte d'Azur
■ ADIM Est
■ ADIM IDF
■ ADIM Languedoc-Roussillon
■ ADIM Lyon
■ ADIM Nord-Picardie
■ ADIM Normandie-Centre
■ ADIM Ouest
■ ADIM PACA
■ ADIM Régions
■ ADIM Sud
■ ADIM Sud-Ouest
■ 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.
■ Arbonis
■ Asia Pacific Solutions (APS)
■ Ateliers Mainponte

B
■ BAC Eolica
■ Bachy Belgique
■ Bachy Fondaco Caraibes
■ Bachy Soletanche Group Construction Malaysia SDN BHD
■ Bachy Soletanche Group Ltd
■ Bachy Soletanche Ltd
■ Bachy Soletanche Macao
■ Bachy Soletanche Philippines
■ Bachy Soletanche Singapore PTE Ltd
■ Bachy Soletanche Vietnam Co Ltd
■ BAGECI
■ Balineau SA
■ Barbaz
■ Barriquand
■ Bateg
■ Benelmat
■ Bermingham Foundation Solutions
■ Bessac Andina
■ Bessac Inc.
■ BET LE Joncour
■ Bewehrte Erde
■ BOTTA Méditerranée
■ Botte Fondations
■ Bourdarios
■ Bourgeois
■ Bud-Inz. Sp. z o.o.
■ B.U.T. Menard Geosystems Indonesia
■ BVT DYNIV GmbH

C
■ C3B
■ CA 2B Dominguez
■ 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 Méditerrannée
■ Campenon Bernard Provence
■ Campenon Bernard Régions
■ Campenon Bernard Sud-Est
■ Campenon Bernard TP Côte d'Azur
■ Campenon Bernard Var
■ Candet Engeneering Construction
■ C.A.P.
■ Cardaillac
■ CBCI
■ CBDA
■ 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
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■ CIE
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■ Claisse Bâtiment
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■ CMP Dunkerque
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■ Cofex Île-de-France
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■ Cogit
■ Comte
■ Conren Ltd
■ Construction Management Tunisie
■ Corrosion Control Services Ltd
■ C-Power
■ CQS
■ Croizet-Pourty
■ CSM Bessac
■ CSOD s.r.o
■ CTOW n.v.
■ CTS Travaux Subaquatiques

D
■ Degaine
■ Delattre Bezons Nigeria
■ Desgrippes
■ DGI Menard Inc.
■ Diap Shangai Office
■ Dodin Campenon Bernard
■ Dodin Guadeloupe
■ Dodin IDF
■ Dodin Réunion
■ DPR COSEA
■ Dumez Auvergne
■ Dumez Côte d'Azur
■ Dumez EPS
■ Dumez Île-de-France
■ Dumez Maroc
■ Dumez Méditerranée
■ Dumez Monaco
■ Dumez Rhône-Alpes
■ Dumez Sud
■ Dumez Var
■ Dumez-GTM Calédonie
■ Dura Piling Botswana (PTY) Ltd
■ Dura Soletanche Bachy
■ Dura Soletanche Bachy Mozambique
■ Dura Soletanche Bachy Zambie
■ Dynacoord

E
■ EBM
■ Edif Real
■ EITP
■ EMCC
■ Engineering Global Solutions (EGS)
■ Entrepose Algérie
■ Entrepose Asia
■ Entrepose Group
■ Entrepose Libya
■ Entrepose Projets
■ Entrepose Services
■ Entreprise Lamy
■ Entreprise René Castells
■ Envinet a.s.
■ Envinet Slovensko
■ Eric
■ ETCR
■ ETEC s.a.
■ EUCOS
■ Europ'Agrégats S.A.S.
■ Europile Pålteknik AB
■ EV LNG
■ Extract-Ecoterres

F
■ Faceo FM UK Limited
■ Fontec SA
■ Fougasse TP
■ Fratom
■ Freycan Major Projects Ltd
■ Freyrom
■ Freysas
■ Freyssima
■ Freyssinet France
■ Freyssinet Adria SI d.o.o.
■ Freyssinet Arabian Sea LLC
■ Freyssinet Australia
■ Freyssinet Belgium N.V.
■ Freyssinet Canada Ltee
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■ Freyssinet CS
■ Freyssinet de Mexico
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■ Freyssinet Menard Northern Emirates LCC
■ Freyssinet Menard Qatar WLL
■ Freyssinet Menard Saudi Arabia Ltd
■ Freyssinet Middle East LLC
■ Freyssinet Mndeni (Pty) Ltd
■ 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. Espagne
■ Freyssinet S.A. Suisse
■ Freyssinet - Terra Armada S.A.
■ Freyssinet Thailand
■ Freyssinet - Tierra Armada CA
■ Freyssinet Tierra Armada Chile S.A.
■ Freyssinet - Tierra Armada de Colombia S.A.
■ Freyssinet Tierra Armada de Panama S.A.
■ Freyssinet Tierra Armada Perú S.A.C.
■ Freyssinet Vietnam

G
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■ Gauthier
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■ Geofundaciones S.A.S
■ Geogreen
■ Geometric COFOR Ltd
■ Geopac
■ GeoSea
■ Geoshipping
■ Geostock Asia
■ Geostock Iberia
■ Geostock North America
■ Geostock S.A.S.
■ GETELEC TP
■ GFWA
■ Giletto
■ Girard
■ Girebat
■ GIS
■ Global Procurement Solutions (GPS)
■ Global Supplychain Services (GSS)
■ GRC Kallo n.v.
■ Groep Terryn
■ GTM Annecy - Pays de Savoie
■ GTM Azur
■ GTM Bâtiment
■ GTM Bâtiment Aquitaine
■ GTM Bâtiment et génie civil Lyon
■ GTM Environnement
■ GTM Génie Civil et Services
■ GTM Guadeloupe
■ GTM Halle
■ GTM Normandie Centre
■ GTM Ouest
■ GTM Sud
■ GTM Sud-Ouest TP GC
■ 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
■ Hydroplus
■ Hydro Soil Services n.v.

I
■ IFCEN
■ IPEM International Port Engineering Management n.v.
■ IPRS
■ ISC
■ ISIS Development
■ IUR

J
■ Janin Atlas Inc.
■ Jean Lefebre Pacifique
■ Jetgrunn 2000 A/S
■ Jura Métal

K
■ Keysourcing

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

M
■ Maijoie
■ Maintenance et Travaux Spéciaux (MTS)
■ Manei - Sogea Atlantique
■ March Construction Ltd
■ Marenco et Cie
■ Martuchou
■ Mastran
■ MAT Fonctionnelle Ecart
■ MBG
■ MCCF
■ Mc Donnell Piling & Foundations
■ MCO
■ MCO Services
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■ Méditerranée Préfabrication
■ Mejoramiento de Suelos Menard Mexico
■ Menard
■ Menard Bachy Pty Ltd
■ Menard España
■ Menard Freyssinet Egypt
■ Menard Geosystems Sdn Bhd
■ Menard Geosystems Singapore Pte Ltd
■ Menard Middle East
■ Menard Polska Sp. z o.o.
■ Mentor
■ Millennium

N
■ Navarra Terrassements Spéciaux
■ NEOM
■ NEQ
■ Nicholson Construction Company
■ Nizet Entreprise s.a.
■ Nofrayane
■ Novelige
■ NumRS
■ Nuvia
■ Nuvia Canada
■ Nuvia India Pvt Ltd
■ Nuvia Ltd
■ Nuvia Nordic AB
■ Nuvia Process
■ Nuvia Protection
■ NYMPHEA Environnement

O
■ Ocidim
■ Odotechniki
■ Osnova-Solsif
■ OY Jaennebetoni

P
■ Palm Equipment Inc.
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■ Pateu et Robert
■ Petit
■ Pico Envirotec Inc.
■ Pitance
■ POA
■ PowerAtSea n.v.
■ Powertest Limited
■ 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
■ QDVC

R
■ Ratto EGV
■ Reas
■ Refco Holdings Inc.
■ Reichart
■ Reinforced Earth Company Ltd
■ Reinforced Earth India Pvt. Ltd
■ Reinforced Earth Ltd
■ Reinforced Earth Malaysia SDN BHD
■ Reinforced Earth Pacific Ltd
■ Reinforced Earth (Pty) Ltd
■ Reinforced Earth Pty Ltd
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■ Rodio Swissboring Honduras S.A.
■ Rodio Swissboring Nicaragua S.A.
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■ Roger Bullivant

S
■ S2R
■ SBR
■ Samas
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■ SATP - Société Annemassienne de TP
■ SBIE
■ SBIPB
■ SBMI
■ SBM TP
■ SBSCI
■ SBTPC
■ SGE-C Congo
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■ Sif Groutbor
■ Sigmatec Ingenierie
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■ SLCP
■ SMELT
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■ Sogea Atlantique Hydraulique
■ Sogea Bretagne BTP
■ Sogea Caroni
■ Sogea Centre
■ Sogea Est BTP

- Sogea Guyane
- Sogea Île-de-France Génie Civil
- Sogea Île-de-France Hydraulique
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- Sogea Martinique
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- Sogea Networks
- Sogea Nord Hydraulique
- Sogea Nord-Ouest
- Sogea Nord-Ouest TP
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- Sogea-Satom
- Sogea-Satom Afrique du Sud
- Sogea-Satom Algérie
- Sogea-Satom Bénin
- Sogea-Satom Burkina Faso
- Sogea-Satom Burundi
- Sogea-Satom Cameroun
- Sogea-Satom Côte-d'Ivoire
- Sogea-Satom Gabon
- Sogea-Satom Guinée
- Sogea-Satom Guinée équatoriale
- Sogea-Satom Kenya
- Sogea-Satom Madagascar
- Sogea-Satom Mali
- Sogea-Satom Mozambique
- Sogea-Satom Niger
- Sogea-Satom Ouganda
- Sogea-Satom République centrafricaine
- Sogea-Satom République démocratique du Congo
- Sogea-Satom Rwanda
- Sogea-Satom São Tomé
- Sogea-Satom Sénégal
- Sogea-Satom Tanzanie
- Sogea-Satom Tchad
- Sogea-Satom Togo
- Sogea Sud
- Sogea Sud-Ouest Hydraulique
- Sogea TPI
- Sogeforh
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- Sol Environment
- Sol-Expert international
- Soldata Abu Dhabi
- Soldata Acoustic
- Soldata Asia
- Soldata BV
- Soldata Chili
- Soldata Geophysic
- Soldata Iberia Portugal
- Soldata Iberia S.A.
- Soldata Inc.
- Soldata Limited
- Soldata Oceania (Australie & Nouvelle-Zélande)
- 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 France
- Soletanche Bachy Fundatii
- Soletanche Bachy International
- Soletanche Bachy Oman
- 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 Polska SP Z.o.o.
- Soletanche Sam
- Solhydro spol sro
- Solsif Maroc
- SOLUMAT
- Somi
- Sondagens Rodio LDA
- Sonil
- Soretub
- Sotem
- Sotram Construction
- Sotramines
- Southern Pipeline Contractors
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- Spiecapag Australie
- Spiecapag Niugini
- Spiecapag Régions Sud
- Spiecapag UK Ltd
- SPLM
- SRC
- SRCA
- STEL SAS
- Stonorgaz
- Structures Engineering
- Structures Europe-Afrique
- Structures Geotechnics
- Structures Île-de-France
- Structures Sud-Ouest
- Structures Vietnam - Hanoï
- Structures Vietnam - Ho Chi Minh City
- Swissboring Overseas Corporation Ltd

T

- Tabard Construction
- Tarare Bois
- Taylor Woodrow Civil Engineering
- Taylor Woodrow International
- TCI
- Tebecon B. V.
- TEC system
- Terra Armada Ltda
- Terra Armata S.r.l.
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- TMSI
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- TPC
- TPR
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- TRA-SABLE
- Travaux Du Midi Var
- Travaux Jean Rohou Publics
- Triverio Construction
- TSM
- Túneles y Colectores S.A.

U

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

V

- Verazzi
- Verdoïa
- Vibro Foundations Ltd
- Vibro Menard
- Vibro Services GmbH
- VINCI Construction Dom-Tom
- VINCI Construction France
- VINCI Construction Grands Projets
- VINCI Construction Hellas
- VINCI Construction SI
- VINCI Construction Terrassement
- VINCI Construction Terrassement Océan Indien
- VINCI Construction UK
- VINCI Environnement
- VINCI Environment UK
- VINCI Facilities
- VINCI Monaco
- VINCI Technology Centre UK Limited
- VMA
- VMA Slovakia

W

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

Z

- Z MAKINA Teknolojisi AS
- Zemin Etüd 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 Georgie
- Zetas Liban
- Zetas Qatar

Design and layout: Idé Édition. **Art director:** Frédéric Savarit. **Editorial design:** SoDifferent. **Contributing editor:** Denis Baudier.

Photos: AIA, Gilles Arroyo/Agence Appa, Ballyscanlon/Getty Images, Luc Benevello, Jean-Louis Burnod/Happy Day, Jérôme Cabanel, Philippe Caumes, Yves Chanoit, Frédéric Courbet, Augusto Da Silva/Graphix Images, Eric Dell'Erba, Hervé Douris, Cyrille Dupont, Thierry Duvivier/Agence Trilogi'c, Jacques Fernandes, Philippe Fontana, William Furniss, Sophie Garcia, Michel Garnier, Laurent de Gebhardt/lestudio360.fr, Jean-Yves Govin Sorel – client: Fondation Louis Vuitton – architect: © Gehry Partners LLP and Frank O. Gehry, Benjamin Huan, ITER Organization, Sofian Ketfi, Stéphane Lavoué, Pascal Le Doaré, Michael Liew, Jean-Baptiste Lopez, Jérémy Mathieu, Marco van Middelkoop, Moana Photo, Photec Production, Kulaga Przemyslaw, Cheke Ramdharry, Alexandre Soria, Michael Tsegaye/Jeune Afrique Pictures, Francis Vigouroux, VINCI Environnement UK,
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