



 VINCI Energies **2009**

# Profile

VINCI ENERGIES, PART OF VINCI'S NEW ENERGIES BUSINESS LINE, IS A MAJOR PLAYER IN EUROPE, OFFERING ITS CUSTOMERS HIGH VALUE-ADDED SERVICES IN ENERGY AND INFORMATION TECHNOLOGIES.

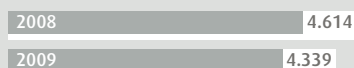
Serving as the interface between users and equipment suppliers, VINCI Energies offers a broad range of value-added design, implementation, maintenance and operations services to customers across four lines of business: industry, the service sector, infrastructure and telecommunications.

The diversity of services provided by VINCI Energies through its 800 close-knit network of business units and six network brands deployed throughout Europe, enables it to offer solutions that are both local and global. With 32,000 employees in 21 countries, the Group generates more than 30% of its revenue outside France.

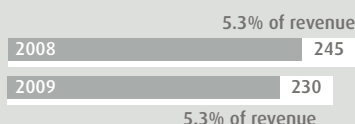
# Key figures



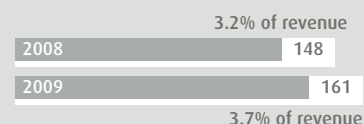
## REVENUE € IN BILLIONS



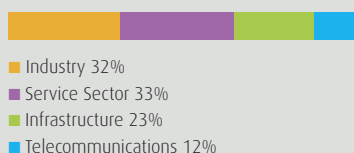
## OPERATING PROFIT FROM ORDINARY ACTIVITIES € IN MILLIONS



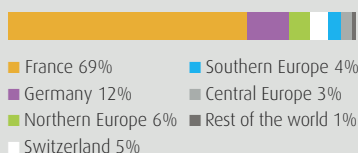
## NET PROFIT € IN MILLIONS



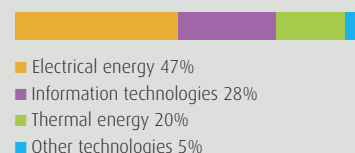
## REVENUE BY LINE OF BUSINESS



## REVENUE BY GEOGRAPHICAL AREA



## REVENUE BY AREA OF EXPERTISE





**JEAN-YVES LE BROUSTER**

CHAIRMAN AND CEO  
OF VINCI ENERGIES

# Editorial

2009 will be remembered as a year of economic and financial crisis. But our business units, building on the knowledge of their markets and ability to tailor their offerings to their customers' requirements, weathered the downturn remarkably well. More than in previous years, our business volume depended on the professionalism and commitment of our teams. Their performance demonstrated the effectiveness of our organisation and management model, with our business units leveraging the solidarity and twinning system to ride out tough economic times and give us the flexibility, responsiveness and agility to focus on our customers, adapt to their needs and explore new markets. The reconstruction of power lines downed by the January 2009 windstorm called Klaus and the repair of the Channel Tunnel during the same period are two outstanding cases in point.

We gave priority to the quality of our contracts and refused to sacrifice the long to the short term, so our revenue declined from 2008. That said, many business units did manage to hold their revenue steady at a satisfactory level. This was particularly true of the BUs working in the fine chemicals and food processing sectors in Industry, energy efficiency in the Service Sector, power transmission and urban mobility in Infrastructure and new information technologies and optical fibre in Telecommunications. Outside France, our volume held up well overall, especially in Germany, Switzerland, Slovakia, Scandinavia and the Netherlands.

Our Group today is sound. We have what it takes to get through the current difficult period and ensure our expansion. Growth drivers are on the horizon, especially in the renewable energies sector, a source of business opportunities now and going forward. We are preparing for the future by building on our fundamental values: day-to-day safety is an absolute priority and ongoing accident prevention measures are being taken on the ground to strive to meet our Zero Accidents goal; we remain strongly focused on welcoming, training and hiring young people as part of our commitment to enhancing the skills of all our employees and preparing for the challenges that lie ahead; and innovation enables us to support our partners and our customers. VINCI Energies is a resolutely active group that owes its strength to its mutually supportive, generous and courageous teams. Our motto, "Connecting Our Energies", serves as a constant reminder of the spirit that underpins our work.

“Connecting  
Our Energies”



# Our values

## TRUST AND SOLIDARITY

VINCI ENERGIES' SOUND BUSINESS MODEL GIVES PRIORITY TO THE HUMAN VALUES OF SOLIDARITY, TRUST, AUTONOMY, EMPOWERMENT AND ENTREPRENEURSHIP. IN CULTIVATING THIS MINDSET AMONG ITS TEAMS, THE GROUP IS CONFIDENTLY BUILDING ITS FUTURE.

1,750

EMPLOYEES HIRED UNDER  
PERMANENT EMPLOYMENT  
CONTRACTS

OVER

3,500

YOUNG PEOPLE WELCOMED  
IN INTERNSHIPS AND WORK-STUDY  
PROGRAMMES

600,000

HOURS OF TRAINING



## FOCUSING ON HUMAN VALUES

In an uncertain economic environment, VINCI Energies business units undertook a broad range of outreach and development activities, welcoming young people, enhancing skills, fostering entrepreneurship and solidarity, increasing the efficiency of networking and striving for diversity on the ground. By focusing on the professional fulfilment of its employees, VINCI Energies ensures its future.

## CREATING A CONFIDENT WORK ENVIRONMENT

To maintain and develop a confident work environment, VINCI Energies puts its fundamental principles of outreach and sharing into practice. It does this by welcoming young people (offering over 3,500 internships and work-study places in 2009, both in France and abroad) and by providing a large number of in-house mentors. Employee mobility and networking, combined with extensive twinning of business units (which join forces to put together bids) are the hallmark of the VINCI Energies business model. It proved effective in limiting the effects of the downturn.

The VINCI Energies model also places great emphasis on diversity and equal opportunities as part of its social

**VINCI Energies adopts a disability policy**, signing an agreement with Agefiph in France. Between now and 2011, 1,200 people will be trained in disabled employment practices and 100 disabled persons will be hired as a first step.

*Tanguy du Chesnay, President of Agefiph, and Jean-Yves Le Brouster, Chairman and CEO of VINCI Energies, sign the agreement.*



responsibility. Outreach is a constant value and is cultivated even in difficult periods, as illustrated by the signature of an agreement with the French association Agefiph on employment of people with disabilities in France.

# Offering everyone an opportunity to develop his or her skills



The French school of engineering "Ecole des Mines" in Douai and VINCI Energies Romania have set up a partnership in which **Romanian students from the poly-technic institutes in Bucharest, Timisoara and Galati spend two years at the Ecole des Mines** and do their internships in VINCI Energies business units, with the prospect of employment within the Group in Romania. VINCI Energies demonstrates its confidence in the future by setting up such school partnerships and undertaking to hire young graduates.

## KEEPING OUR EYES ON THE LONG TERM

In a period of economic turmoil, VINCI Energies business units continued to pursue their training and knowledge-sharing programmes. In 2009, the Académie VINCI Energies welcomed 4,300 Group employees, providing nearly 80,000 hours of training and offering some 60 different courses in its training catalogue. The Académie VINCI Energies also succeeded in creating momentum among business units across Europe. By disseminating its training modules, the Académie enabled each entity to select its own programmes and adapt them to its own employees. Because they are interconnected, VINCI Energies business units are also able to capitalise on their best practices and share their experience. The United Kingdom, Romania and Spain, for example, made use of the system to give their project managers training in sales and marketing.

Sales and marketing **training** for a group of project managers in Spain.





# Our responsibility

## PROMOTING DAY-TO-DAY SAFETY

Safety is a major goal for all VINCI Energies business units and a large number of ongoing activities (worksites orientation, raising PPE awareness, risk evaluation, etc.) are carried out at all levels to ensure that accident prevention is taken on board and strive to achieve the Zero Accidents goal. Best practices are disseminated through such programmes as the VINCI Energies 15-Minute Safety Session. Scheduled on World Safety Day, April 28, the event is an ever increasing success.

In 2009 employees were asked to discuss accident prevention as an aspect of professionalism.

The Group's 2009 safety results show a substantial improvement, albeit with scope for further progress. Two out of three business units achieved the Zero Accidents goal; the number of lost work time accidents was down 17% from 2008 at equivalent hours worked; and accidents among temporary workers were halved over a period of two years.

IN 2009

67%

OF BUSINESS UNITS  
ACHIEVED ZERO ACCIDENTS

### VINCI ENERGIES SAFETY INDICATORS (at end December 2009, 12 months rolling)

#### FREQUENCY RATE

2008	11.77
2009	9.92

#### SEVERITY RATE

2008	0.54
2009	0.53

# ities

The VINCI Energies safety policy was taken a step further to include health, raise awareness of the risk of heart attacks and teach employees how to perform CPR. **The Zoé Bus brought the "Heart Road" and "Life Relay" operations** to business units specialising in high and very high voltage works.



**The VINCI Energies 15-Minute Safety Session** takes place every year at all Group business units, sites and worksites. The goal is to encourage employees to discuss the issue of day-to-day safety and share best practices.

Road safety is a vitally important goal at VINCI Energies. Several employee awareness raising programmes were initiated, including one programme focused on risks encountered in day-to-day work (loading a van properly to prevent tools from falling in case of impact, driving on slippery roads, etc.). They are being continued in 2010.

## REDUCING ENERGY CONSUMPTION

Demand for energy reduction and renewable energy services, including solar installations, grew substantially in 2009, as did demand for energy audits. VINCI Energies is developing highly effective software solutions for its customers that will enable them to track their carbon footprint and calculate the energy consumption of their buildings.

## Environmental commitment

This approach has now been extended to worksites, providing a comprehensive calculation of the amount of CO<sub>2</sub> they generate. Meanwhile, innovative solutions are on offer to reduce energy consumption. VINCI Energies is also committed to limiting its own environmental impact. For the last two years its business units have been carrying out an annual carbon review, which is then audited and published. Since 85% of CO<sub>2</sub> emissions are related to employee travel, VINCI Energies' new environmental objectives concentrate on optimising travel by expanding the use of video-conferencing and promoting eco-driving to reduce fuel consumption.

**Citéos won the VINCI 2009 Innovation Awards Competition prize** in the Marketing and Services category for its IT decision-support tool designed for local authorities wishing to reduce their public lighting costs. The tool is simple (Excel-based), environmentally friendly, cost-effective and accessible. It calculates the energy savings that can be achieved by the proposed solutions and the corresponding return on investment. With this tool, Citéos boosts its credibility among elected officials, sets itself apart from the competition and positions itself as an innovative, expert provider.





# 4

## lines of business

### PROVIDING LOCAL AND GLOBAL SOLUTIONS

VINCI ENERGIES' BUSINESS UNITS OFFER WIDE-RANGING COMPLEMENTARY EXPERTISE. WORKING EITHER IN SYNERGY WITH OTHER BUSINESS UNITS OR INDEPENDENTLY, THEY CAN PUT TOGETHER GLOBAL ADDED VALUE SOLUTIONS TAILORED TO THEIR CUSTOMERS' PROCESSES. THEY OPERATE IN INDUSTRY, THE SERVICE SECTOR, INFRASTRUCTURE AND TELECOMMUNICATIONS.

#### Industry



#### Service Sector



#### Infrastructure



#### Telecommunications







Thanks to the expertise of its network brands specialised in engineering, implementation (Actemium) and maintenance (Opteor), VINCI Energies supports its industrial customers in optimising their plant and equipment by offering both single site and multi-site integrated solutions.

- Electrical engineering, monitoring and control, instrumentation, mechanical engineering
- HVAC, insulation, fire protection, building management systems (BMS)
- Multi-technical and multi-site maintenance



VINCI Energies business units implement interior fitting equipment in all types of service-sector buildings (power supply, thermal engineering, fire detection and protection, access control, building automation systems, etc.). The Opteor network also offers dedicated energy efficiency solutions.

- Energy networks, HVAC, plumbing, fire detection and protection, access control systems, building automation systems (BAS)
- Multi-technical and multi-site maintenance



VINCI Energies provides comprehensive offerings in power transmission, transformation and distribution, public lighting and urban and transport infrastructure. Its systems integration approach is particularly in evidence in the solutions implemented by Omexom for high-voltage systems and by Citéos for urban lighting.

- Power transmission, transformation and distribution
- Urban lighting, heritage enhancement, festive illumination and dynamic urban equipment
- Urban and transport infrastructure equipment



In Europe, VINCI Energies works through two networks: Graniou, which provides fixed-line and mobile network infrastructure for telecommunications operators and local authorities, and Axians, which has a comprehensive network and company communication integration offering (data transmission and security, telephony, video over IP, etc.).

- Telecommunications infrastructure
- Company communication (voice-data-image)
- Information systems





# Industry

A PARTNER  
FOR INDUSTRIAL  
UNDERTAKINGS

VINCI ENERGIES SUPPORTS EUROPEAN INDUSTRIAL UNDERTAKINGS OF ALL SIZES BY EQUIPPING, DEVELOPING AND MAINTAINING THEIR OPERATIONS. WITH ITS DENSE NETWORK OF BUSINESS UNITS OPERATING CLOSE TO THEIR MARKETS AND NETWORKING WITH EACH OTHER FOR SUPPORT AND EXPERTISE, VINCI ENERGIES CAN PROVIDE ITS CUSTOMERS WITH LOCAL AND MULTI-SITE SOLUTIONS, ESPECIALLY UNDER THE ACTEMIUM AND OPTÉOR BRANDS.

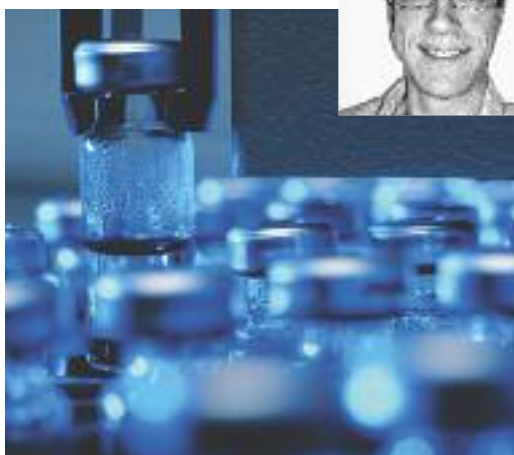
While production declined in most European industries, VINCI Energies' Industry line of business proved resilient and generated satisfactory revenue. Work for the automotive industry was down, but the VINCI Energies' other core industrial markets, such as food processing, pharmaceuticals, oil and gas infrastructure and power generation exhibited substantial growth. VINCI Energies owes this performance to the effectiveness of its business model, which is based on networked Group business units working in close proximity with their customers and prepared to provide mutual assistance when needed. The model also enables VINCI Energies to marshal its forces to undertake new projects and penetrate expanding markets.

A number of industrial sectors such as fine chemicals and power generation represent major growth drivers. This is because investment in these sectors was maintained despite the economic downturn. In health-care, the advent of generic drugs, the launch of new vaccines and the rapid development of biotechnologies are boosting demand for VINCI Energies' competencies in the implementation of state-of-the-art industrial and pharmaceutical facilities (automation, traceability, etc.). In the energy sector, solar energy, in which VINCI Energies is actively involved, and the upgrade of conventional thermal power stations to environmental standards are promising markets.

The pharmaceutical sector accounts for

17%

of Actemium's revenue



## Pharmaceuticals

*Actemium worked on the new GSK Biologicals site at Saint Amand les Eaux, which freeze-dries, fills and packages vaccines. Several tasks were involved: installation of the high current networks for process machinery, power distribution for lighting and sockets, rollout of the plant's IT network and installation of an automated airlock management system.*

**Olivier Bazin**  
Project Manager - Actemium



## Paper

*VINCI Energies Deutschland installed the active fire protection system in the Palm paper mill at the King's Lynn site in the United Kingdom. The German entity also implemented the monitoring and control system for Europe's most modern paper machine, which produces newsprint from recycled paper. Teams from Actemium Project Management and Calanbau Augsburg, the two VINCI Energies Deutschland business units involved in the project, worked side by side at the site for six months. The project represented the second-largest capital investment in the United Kingdom after the works carried out for the 2012 Olympics.*

**Arnold Dreher**, Project Manager, Actemium,  
and **Gerhard Mayr**, Project Manager, Calanbau Augsburg



A woman with long blonde hair, wearing a yellow hard hat and black safety glasses, is looking towards the camera. She is wearing a dark blue jacket. In the background, there are large, curved industrial structures, possibly part of a power plant or manufacturing facility. The lighting is bright, suggesting an indoor or well-lit outdoor environment.

# Service Sector

## NEW DEVELOPMENT OPPORTUNITIES

VINCI ENERGIES BUSINESS UNITS PROVIDE THEIR SERVICE SECTOR CUSTOMERS WITH BUILDING MANAGEMENT SYSTEMS AND ENERGY EFFICIENCY SOLUTIONS: ELECTRICAL AND INFORMATION SYSTEMS, REFRIGERATION, SAFETY, FIRE PROTECTION, THERMAL ENGINEERING, ETC. VINCI ENERGIES HAS A WIDE ARRAY OF SEGMENTED EXPERTISE AND A RESPONSIVE AND SUPPORTIVE ORGANISATION, WHICH ENABLE IT TO ADAPT TO EVERY OPPORTUNITY IN A CHANGING MARKET.

**VINCI Energies' service line of business was affected by the economic downturn.** The decline must, however, be seen in the context of the sector's very strong growth in recent years. In addition, the suspension of major service-sector property developments in the Paris region, which was partly responsible for the downturn, appears to be temporary since a number of renovation and new construction projects in the Paris – La Défense business district are still on the drawing board. In the French regions, core business activities, spread over a large number of very diverse lines of business and customers, proved more resilient. Against this backdrop, VINCI Energies' business units carried out some impressive projects, including the Microsoft head office in Issy les Moulineaux and the Novartis campus in Basel, Switzerland.

To cope with strong price competition, **VINCI Energies business units relied on networking and team twinning to smooth fluctuations in volume** and to thereby maintain their profit levels. Meanwhile, they positioned themselves in a number of buoyant markets, particularly the energy efficiency market. To help its customers meet new environmental standards set by the Grenelle Environment Forum for new building construction (less than 50 kWhpe\* per sq. metre per year from 2011) and existing building renovation, VINCI Energies has been working with them to develop audit and energy performance solutions and tools to reduce their energy consumption. In the United Kingdom, after the completion of a comprehensive thermographic audit at Eton College, VINCI Energies installed a new high-efficiency heating system.



## Property



*Opteor obtained HQE Exploitation (HEQ management) certification for the Paris head office of the French insurance company MACIF. The certification is awarded to buildings in which environmental and energy performance meets current best practices. Opteor teams, which are responsible for multi-technical maintenance in this building, optimised energy consumption there and drafted a best practices guide for MACIF employees.*

**Thibaud Giraud**  
Business Unit Manager – Opteor

\*pe: primary energy

Energy consumption:  
less than

**50 kWhpe\*/sq. metre**

per year, starting in 2011,  
in new buildings



## Health care



*VINCI Energies took part in the Sahlgrenska university hospital extension project in Gothenburg, Sweden. The new building, adjacent to the hospital, has a 289-bed capacity. It is dedicated to critical care patients. The Group's Emil Lundgren Göteborg business unit implemented the electricity and information (fire alarm, security system, patient call, etc.) systems. The €10 million project was carried out for the Swedish PEAB Group, in charge of project management.*

**Stefan Fredrickson**  
Business Unit Manager – Emil Lundgren Göteborg





# Infrastructure

## NEW MARKETS TAKE OFF

VINCI ENERGIES' INFRASTRUCTURE LINE OF BUSINESS BRINGS TOGETHER THREE MARKET SEGMENTS: POWER TRANSMISSION, TRANSFORMATION AND DISTRIBUTION, URBAN AND INTERURBAN MOBILITY INFRASTRUCTURE, URBAN LIGHTING AND DYNAMIC URBAN EQUIPMENT. ITS EXPERTISE AND CUSTOMISED SOLUTIONS, RANGING FROM DESIGN TO MAINTENANCE UNDER THE OMEXOM AND CITÉOS BRANDS, ARE RECOGNISED BY CUSTOMERS AND SPECIFIERS ALIKE.



With the business environment marked by opposing trends, revenue increased 4% and profit held steady in VINCI Energies' power transmission, transformation and distribution line of business. The long-term power consumption trend is upwards in France and major investments in modernisation, capacity reinforcement and HV and VHV network safety kept business volume at a high level. In another development, several Omexom framework agreements were renewed in 2009, providing visibility over a period of several years, while renewable energies and specifically solar farms are a significant source of future growth. For example, VINCI Energies installed a 2 MWp solar farm in Capesterre on the island of Marie Galante in Guadeloupe. The facility is the largest green power generation project in the French West Indies region.

A record number of orders were placed for urban and interurban mobility systems in 2009. The order book at the end of the year stood at more than one year's worth of work. With revenue up 10% and profits under control, VINCI Energies is positioned on the promising market for optimisation and safety upgrades of existing infrastructure (tunnels and motorways). The Group is working on 22 tunnels in the Paris region. Work includes installation of more than 1,400 cameras, variable message boards, automatic incident detection systems and related power and transmission systems. Another growth market is urban and interurban rail transport systems. A large number of metro (Rabat and Bucharest), light rail and airport express (RhônExpress) systems are currently being developed in France and abroad.

While festive illuminations were more severely affected by the economic downturn, Citéos, which won the 2009 Lighting Competition for the illumination of the Caillard crane in La Rochelle, helps local authorities reduce their energy consumption and takes advantage of strong demand for urban video security systems. PPP contracts, which enable local authorities to spread their investments over several years, also hold out opportunities for growth. The city of Divonne les Bains in eastern France, for example, awarded a contract to Citéos covering overall management and modernisation of its public lighting system with the goal of reducing its energy bill by 30%. The contract also included implementation of a solar farm and a hydroelectric power station. Citéos, in charge of urban lighting and illuminations in the south-eastern ski resort of Courchevel, is setting up some 100 CCTV cameras there, as part of a video security system.



Omexom is rolling out a new high-performance conductor on the 2 x 400,000 Volt line between Tamareau and Tavel in southern France for RTE, the French power transmission network. This is the first use in France of the large cross-section, low-dilation cable, which will enable RTE to safely increase transit transmission by up to 30%, the equivalent of installing a new line. Omexom also set up "anti-cascade" pylons to prevent a domino effect collapse. The brand's excellent performance gives VINCI Energies a foothold in a market driven by very large network renovation requirements.

**Marc Dupasquier**  
Business Unit Manager – Omexom



In Romania, VINCI Energies business unit TIAB Infra Bucuresti regularly works on the Bucharest metro, installing and upgrading the lighting, fire protection, HVAC (heating, ventilation, air conditioning) and power supply systems. TIAB Infra Bucuresti has been a partner of Metrorex for three decades and over the last three years it has carried out works with a total contract value of €11 million on Line 4.

**Cristian Cazan**  
Business Unit Manager – TIAB Infra Bucuresti



# Telecommunications

## POISED FOR FUTURE GROWTH

VINCI ENERGIES OPERATES IN TELECOMMUNICATIONS AND INFORMATION (VOICE-DATA-IMAGE) NETWORKS THROUGH ITS TWO BRANDS: GRANIU FOR FIXED LINE AND MOBILE INFRASTRUCTURE AND AXIANS FOR COMPANY COMMUNICATION NETWORKS. THEIR RANGE OF SERVICES FOR OPERATORS, EQUIPMENT SUPPLIERS, BUSINESSES AND LOCAL AUTHORITIES EXTENDS FROM ROLLOUT TO MAINTENANCE AND IS CONSTANTLY BEING ADAPTED TO STRUCTURAL AND TECHNOLOGICAL CHANGE (4G STANDARD, OPTICAL FIBRE, CONVERGENCE, ETC.).



**Operating in France and six other European countries, Graniou was able to limit its decline in business volume in 2009**, thanks to its position on the French FTTH (Fibre to the Home) rollout market, where it works for SFR and Free. Ongoing optical fibre projects will connect 300,000 households. As the radio communications roll-out leader in France, Graniou works for the three national operators (SFR, Orange and Bouygues Télécom) and also directly for local authorities, for which it implements very high speed networks. The Regional Electricity Board of the French department of Ain, for instance, makes an FTTH infrastructure available to operators. Outside France, Graniou has consolidated its position by establishing close working relationships with operators such as Ericsson in Denmark, SwissCom in Switzerland and TPSA in Poland.

**In the company communications sector**, Axians' profit held up well despite the economic downturn, while revenue held steady at the 2008 level and order volume increased. In France and in the rest of Europe, companies are making increasing use of new information technologies and especially video-conferencing. They are continuing to invest substantial amounts in IT network development and communication system (mobile, fixed line, IP) convergence. Axians' major projects during the year included studio equipment set up in the European Parliament in Brussels, the IT network of the Manpower head office in the Dutch city of Diemen and the IT infrastructure at IBM's new French head office in La Garenne Colombes.



## Maintenance

*The Graniou network won a France Télécom - Orange contract at the end of 2008 covering technical maintenance of 6,500 fixed-line and mobile telecommunications sites in 25 departments in south-western France, Overseas France and Mayotte. The contract covers preventive and corrective maintenance. The three-year (one-year renewable) contract represents annual business volume of €10 million. To meet its requirements, VINCI Energies business units had to mobilise more than 60 people in just a few months.*

**Christophe Caizergues**  
Director

Over  
**300,000**  
households to receive  
optical fibre connections



## Networks

*The adidas Group moved its head office to new premises in Amsterdam, large enough to accommodate its subsidiary Reebok as well. To set up the new common space, adidas called on Axians to implement the new IT network infrastructure, including wireless rollout and a backup system to ensure high availability and upgrade potential. Following this project, Axians was asked to install the new IT network at adidas's distribution centre in Maasvlakte.*

**Rob Wennekendonk**  
Director



# Our ambitions



SEVERAL FAVOURABLE ECONOMIC TRENDS HOLD OUT NEW MEDIUM- AND LONG-TERM MARKET OPPORTUNITIES: THE INCREASING FOCUS ON ENERGY ISSUES SUCH AS RENEWABLES AND BUILDING AND PROCESS ENERGY PERFORMANCE, GROWING URBANISATION AND RELATED MOBILITY REQUIREMENTS AND NEW COMMUNICATION TECHNOLOGIES.

## Significant growth drivers

### TRENDS THAT WILL GENERATE GROWTH

The markets in which VINCI Energies operates are driven by fundamental issues that will bolster business volume over the long haul: power generation, transmission and distribution are a major focus as our societies face increasing energy demand, especially for renewable energy; energy efficiency, which is now a priority for both the public and the private sectors: mobility, which requires new safe and cost-effective urban and interurban transport systems; urban development, driving growing demand for security and traffic decongestion; industry, in which the new goals are production optimisation, safety and traceability; and telecommunications, with the growing number of networks, increased capacity requirements to cover the demand for very high speed service, new mobile telephony standards and data convergence.

### A SHARED VISION

Echoing its operating method based on business unit networking and twinning, VINCI Energies works in synergy with the other VINCI Group business lines, which share the same strategic economic vision and the same human values. On this basis, public-private partnerships (PPPs) are a powerful growth lever. VINCI Energies offers public authorities one-stop project solutions encompassing design, implementation, operation, maintenance and financing.


VINCI Energies business units, backed by the VINCI Group, are trusted providers that meet the new needs of their customers by broadening the range of opportunities, penetrating new markets and rolling out common expertise to deliver standout innovative solutions.



**Synerail**, a company in which VINCI holds a 30% interest, SFR 30%, AXA 30% and TDF 10%, signed the GSM-R (Global System for Mobile Communication – Railway) public-private partnership agreement with Réseau Ferré de France (RFF). The contract includes **equipping all standard and high-speed rail lines with a digital radio communications network. The interoperable system, compatible throughout Europe, will enable communication between train crews and dispatchers.**

The contract covers financing, design, implementation, operation and maintenance of the GSM-R system that will be gradually rolled out between now and 2015 on 14,000 km of railway lines. The work, with an estimated value of €520 million, will be carried out over a period of five years by a company in which VINCI Energies holds a 60% stake. Operation and maintenance, with a value of €430 million, will be awarded to a 40% subsidiary of VINCI Energies.

*Signature of the contract by Hubert du Mesnil, Chairman of Réseau Ferré de France, and Jean-Michel Bégué, Chairman of Synerail.*



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