Activity Report 2016

VINCI ENERGIES

Profile

In a world undergoing constant change, VINCI Energies focuses on connections, performance, energy efficiency and data to fast-track the rollout of new technologies and support two major changes: the digital transformation and the energy transition.

Keeping pace with market change, VINCI Energies supports its customers by offering increasingly innovative solutions and services, from design to implementation, operation and maintenance.

With their strong regional roots and agile organisational structure, VINCI Energies' 1,600 business units boost the reliability, safety and efficiency of energy, transport and communication infrastructure, factories and buildings.

As part of VINCI's sponsorship agreement with the Château de Versailles, VINCI Energies helped to optimise visitor flows and to create a single exit for all visits to the Dufour Pavilion.

Get to know VINCI Energies

Explore the Group – the wide variety of projects in which we are involved; the ways in which we are putting the digital transformation and the energy transition into practice; and the commitments we make within our business units and to those we work with on the ground, throughout the world – to find out how we are helping to bring about change.

CULTIVATING INNOVATION IN ECOSYSTEMS

France

Viva Technology Paris, the international gathering of startups and large groups in Europe

The entire innovation ecosystem gathered in Paris for the first edition of Viva Technology. VINCI Energies and Cisco jointly coordinated the "Urban Transformation and Innovation" Lab, at which 50 startups were invited to take part in co-working sessions or challenges on the topics of the smart city, energy management and urban mobility.

France

VINCI Energies fast tracks new technology rollout with Inerbiz

VINCI Energies launched Inerbiz, an investment fund offering comprehensive managerial support for innovative startups in its activity sectors. Inerbiz also offers them financing and practical opportunities for innovation experimentation and prototyping. HAL24K (smart city data processing), Pysae (connected mobility) and Augmensys (augmented reality) were the first start-ups to receive support.

ACCELERATING THE ENERGY TRANSITION

Senegal

Increasing the green share of the energy mix in Senegal

Senegal has set the goal of raising the renewable energy share of its energy mix by increasing the proportion of "green electricity" to 20% by 2017. Omexom took part in building Senergy II, West Africa's largest photovoltaic solar power plant with 75,000 solar panels spread over a 40-hectare site, which supplies a population of 160,000.

United Kingdom

Developing renewable energy in Scotland

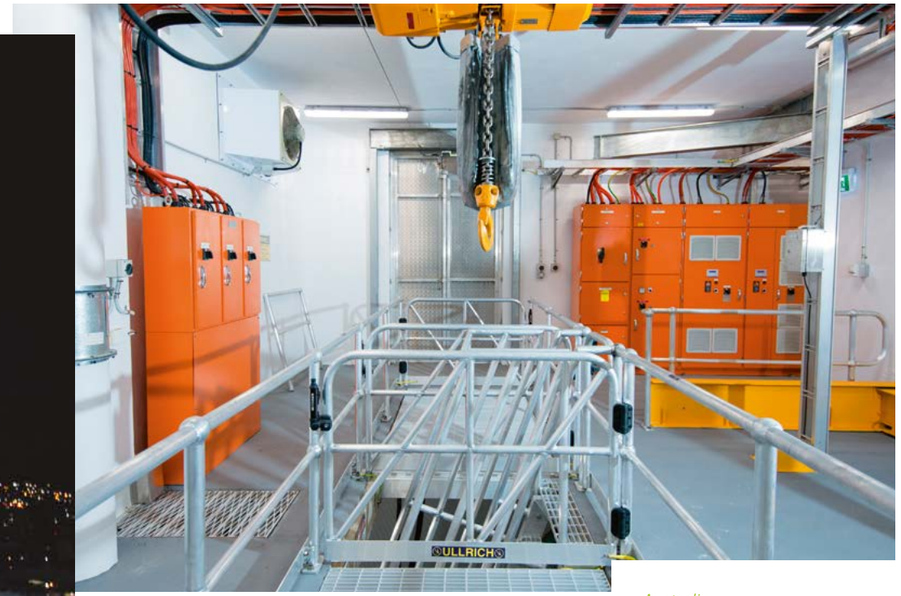
With its 22 turbines and 51MW operating capacity, Ewe Hill windfarm was one of the first windfarm projects in the United Kingdom to be considered for development by ScottishPower Renewables. Located in Dumfries and Galloway in southern Scotland, it will power the equivalent of 24,000 homes and will be fully operational by mid-February 2017. Omexom carried out all of the high and low voltage electrical systems including the fibre-optic networks.

DEVELOPING CUSTOMISED, EFFICIENT INFRASTRUCTURE

Brazil

Temporary and backup power system for the Rio Olympics

Actemium installed 117 medium-voltage 13.8 kV substations to supply power for temporary sports infrastructure during the 2016 Olympics in Rio de Janeiro. Actemium designed and built the necessary equipment, installed and commissioned it and then supervised all systems during the games.

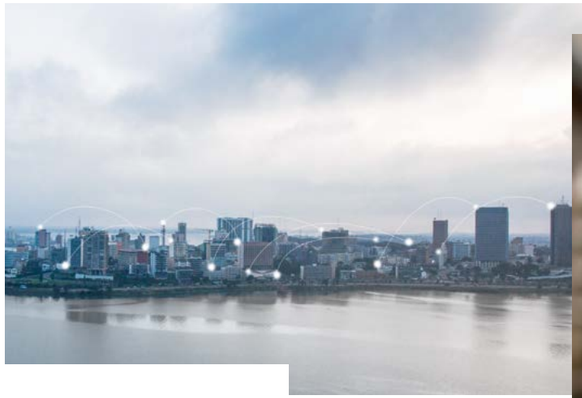


Australia

Preparing infrastructure for a major event

The Gold Coast in eastern Australia will host the Commonwealth Games in April 2018. To prepare for the influx of visitors, the city awarded a contract to J&P Richardson Industries to upgrade or replace the electrical and mechanical infrastructure of its 40 wastewater pumping stations. The company, the Australian leader in electrical and mechanical contracting, joined VINCI Energies in 2016.

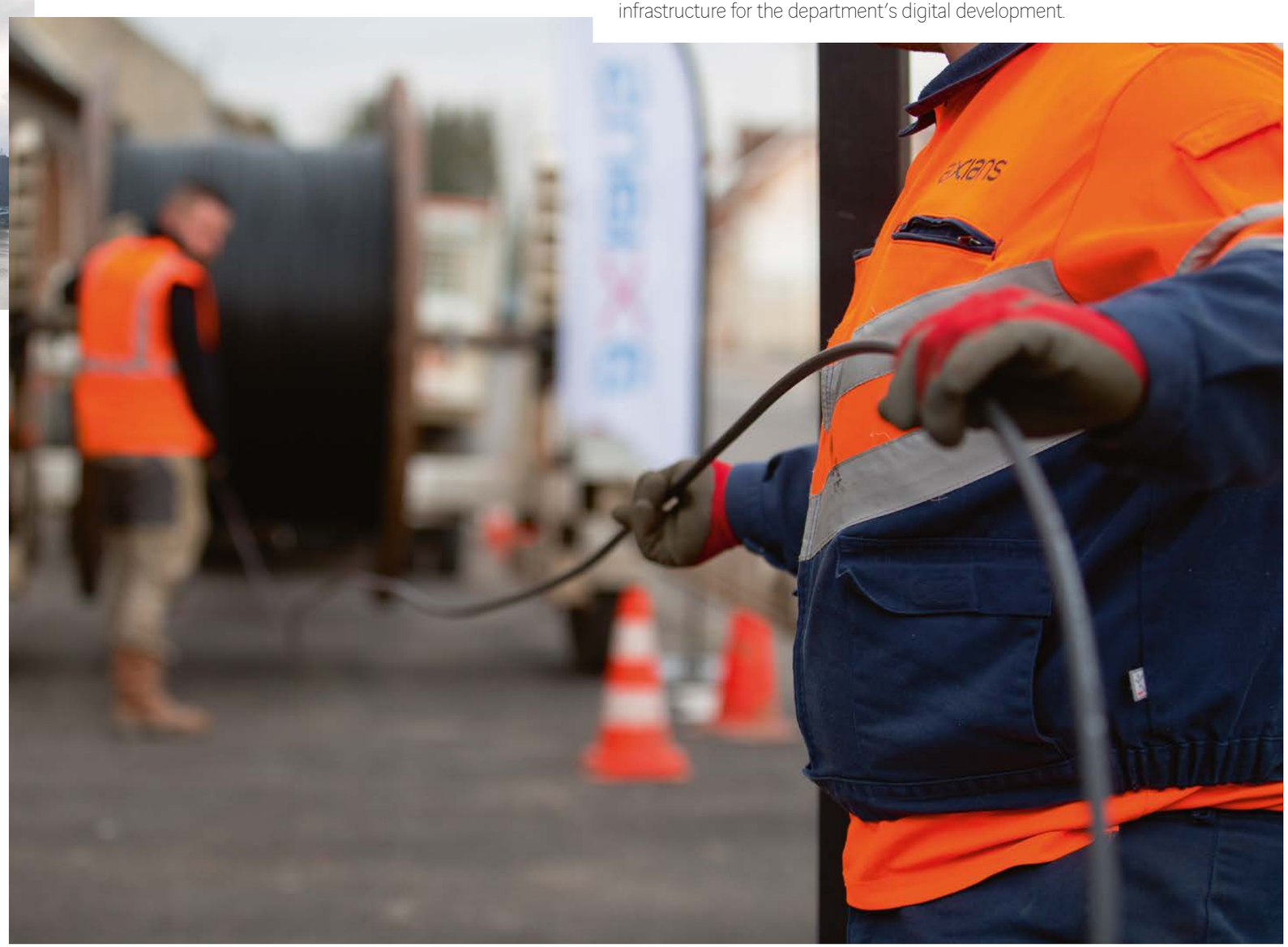
EXPANDING REGIONAL GRID CONNECTIONS



Côte d'Ivoire

Building broadband networks to support regional development

Côte d'Ivoire is investing in digital infrastructure to boost economic development, including construction of a 7,000 km national fibre optic backbone. As part of this project, Axians will install 1,920 km of optical fibre in the south of the country, as well as connection points, some of which involve the construction of pylons.



France

Boosting the attractiveness of the Moselle department

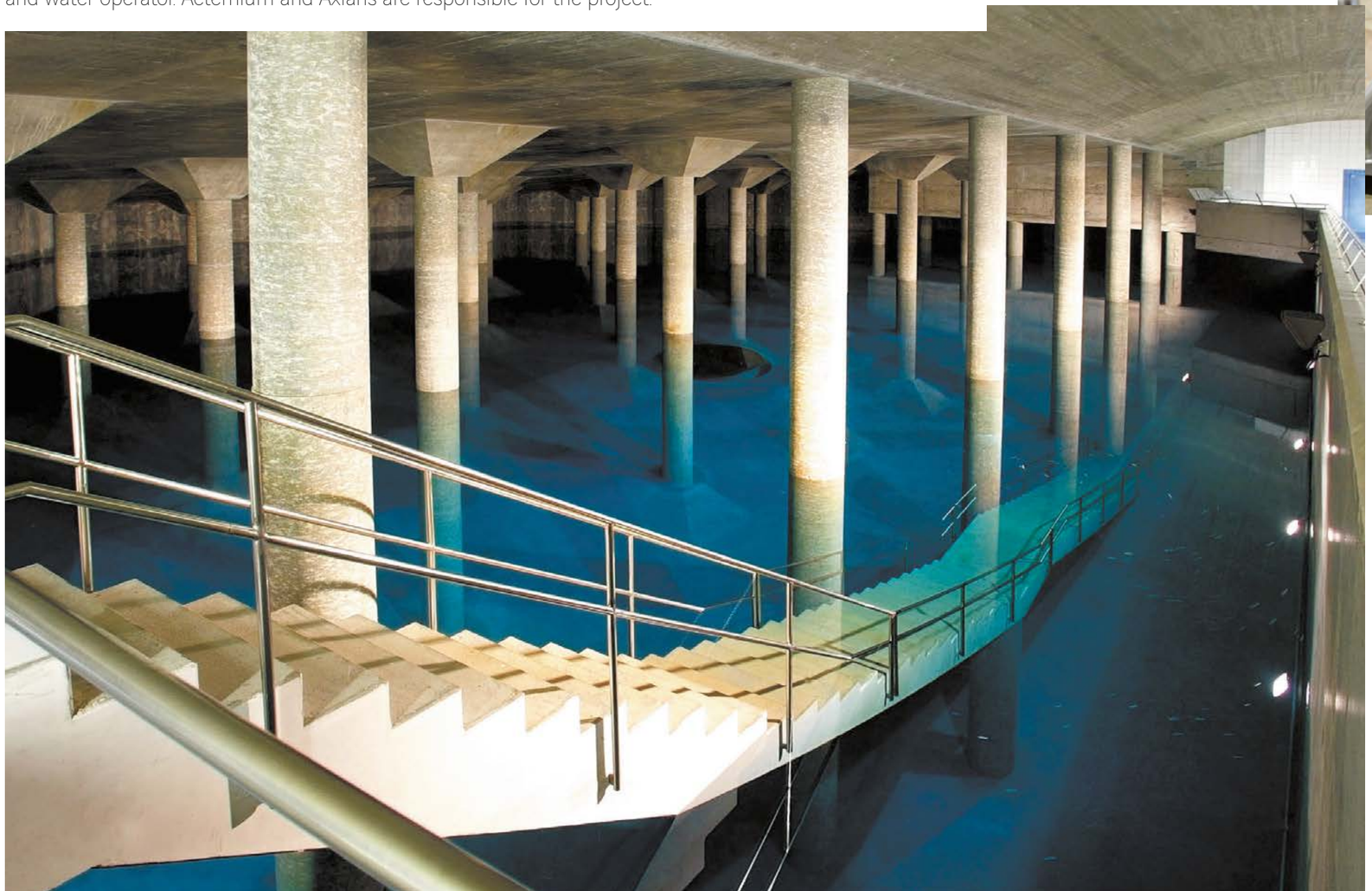
Broadband Internet is a major regional development driver, helping to overcome the digital divide and generating new patterns of use. By 2020, the Moselle department will have full fibre optic broadband coverage. Axians is designing and building infrastructure for the department's digital development.

DELIVERING EXPERTISE TO OUR CUSTOMERS

Germany

Synergies implemented in a drinking water supply network project

Stuttgart is upgrading its drinking water supply network's instrumentation and control system and automation equipment. A customised solution focusing on information security and cyber-attack protection was put forward to Netze BW Wasser GmbH, an enterprise of EnBW, Baden-Württemberg's largest electricity, gas and water operator. Actemium and Axians are responsible for the project.



Belgium

Increasing client productivity

In order to boost its production of hepatitis A vaccines, GlaxoSmithKline (GSK) wanted to refurbish its manufacturing facility in Wavre. A consortium comprising Actemium and Cegelec is responsible for the project, providing GSK with a single point of contact and the capability to carry out the works, ranging from construction and production line-related technical aspects right through to HVAC (heating, ventilation, air conditioning).

PUTTING INNOVATION INTO PRACTICE

France

Construction of the new Ariane 6 launch complex

As part of the construction of the new Ariane 6 launch complex (ELA 4), the Centre National d'Etudes Spatiales (France's national centre for space studies) awarded several contracts to Cegelec Projets Espace, which will lead the joint ventures in charge of implementing the conventional and cryogenic fluids processes and the ELV and safety systems.

France

A logistics system with a capacity of 1,500 units per hour

Logistics, the key element in e-commerce, must be adapted to the needs of the sector and optimise the order preparation process. Actemium implemented the full range of equipment for Spartoo's mechanised warehouse, which is designed to process 1,500 units per hour. The online retailer boosted productivity by automating its logistics system, from receiving to shipping. It notably introduced RFID product identification to ensure better traceability and a continuous vertical elevator to optimise floor space. Spartoo is now able to fulfil customer orders within a few days.

ENGAGING IN CORPORATE CITIZENSHIP

Congo

Rehabilitation of the Pointe-Noire orphanage

VINCI Energies works with local communities on projects such as the Shekina orphanage in the Republic of Congo, which the Actemium teams worked to renovate. The orphanage is located on the outskirts of Pointe-Noire and houses 24 children and young adults. Students enrolled in the Actemium - ICAM Institute Industrial Maintenance BTS degree programme carried out the work and delivered donated food and mosquito nets with support from the Actemium Congo business unit.

United Kingdom

VINCI UK Foundation supports Yateley Industries

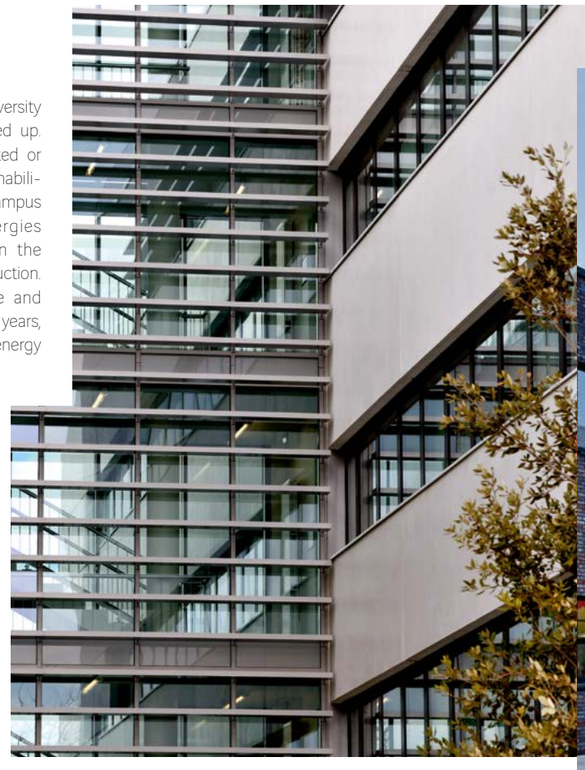
The VINCI UK Foundation (sister foundation to Fondation VINCI pour la Cité – VINCI Foundation for the Community) offers employees the opportunity to sponsor charities that support The Fight Against Social Exclusion. Russell Crampin, Managing Director of Axians Networks Limited, was involved in providing a team effort to landscape the gardens of Yateley Industries and a grant of £10,000 was provided by the Foundation. Yateley Industries is a charity which helps people with disabilities and the vulnerable to become more independent through housing, employment and training.

MAKING BUILDINGS SMARTER AND MORE EFFICIENT

France

Synergy on the Mirail campus project

The Mirail campus at the University of Toulouse has been spruced up. Buildings that were dilapidated or too small were rebuilt or rehabilitated without interrupting campus activity. Seven VINCI Energies business units took part in the work alongside VINCI Construction. VINCI Facilities will operate and maintain the premises for 27 years, with a commitment to meet energy performance targets.



Germany

Multi-purpose fire and rescue station

Krefeld firefighters have a new fire and rescue station. Covering a surface area equivalent to five football pitches, it houses one of Germany's most modern control centres. VINCI Facilities SKE is in charge of full operational and technical management of the infrastructure as well as provision of the CMMS (computerised maintenance management system).

ACCELERATING THE ROLLOUT OF MOBILITY INFRASTRUCTURE

France

E-mobility and energy transition in the Cher department

E.Car'18, the Cher department's network of charging points, will serve more than 500 users charging their electric vehicles 106,000 times annually by 2020. The Cher department energy authority is working with Citeos to develop and promote the service.

Morocco

A large project for the future high-speed rail line

Africa's first high-speed rail line, with a length of 1,500 km, is expected to begin operating in mid-2018. Morocco undertook the project to accommodate growing passenger numbers, decongest rail traffic between Tangier and Casablanca and support the development of the Tangier economic hub. Cegelec Mobility is lead company in the design-build joint venture responsible for overhead power supply systems and the substation control centre.

To accelerate the design of innovative solutions and services, VINCI Energies set up "La Factory" as an open and multidisciplinary space dedicated to convergence and innovation.

An agile model serving performance

VINCI Energies business units deliver local service backed by a worldwide network of experts to accommodate the specific context of each activity. This model enables us to work on projects of all sizes, from local to global, at all stages of the project cycle.
Our business units have the agility to detect opportunities in the field and establish collaborative working relationships with local partners as the need arises to rapidly roll out innovative solutions and services for our customers.

A TALK WITH THE CHAIRMAN

"To address the transformation taking place inside and outside VINCI Energies we take a very open and agile approach to innovation, which is carried out by our business units and geared to the continuous improvement of our own efficiency and that of our customers."

How did VINCI Energies fare in the tough 2016 business environment?

2016 again corroborated the strength of the VINCI Energies model. Following very substantial growth in 2015, our revenue held steady above €10 billion, although the revenue growth rate slowed. Volume held up and operating profitability increased, confirming the VINCI Energies' resilience and ability to come to grips with the difficult economic situation affecting Europe, Brazil, Australia and a number of sectors such as Oil and Gas in particular.
Apart from that, 2016 was a year of consolidation. We integrated and forged synergies with all the companies that joined us in 2014 and contributed to our growth in 2015, including OEngenharia, Electrix and Imtech ICT.

Last year a number of large projects in which we were proud to be involved were completed, demonstrating our ability to take on major projects. They included VINCI's flagship SEA high-speed rail line project and GSM-R, a public private partnership in railway telecommunications infrastructure.

How did VINCI Energies' continue its international expansion?

Following the 2015 acquisition of Electrix, J&P Richardson, an Australian company, joined us to continue our deployment in Oceania. In Europe, we continue to extend and expand our network in two business activities that are important for VINCI Energies: power & grid, with Omexom and Powell Engineering in the UK, and ICT with Axians and Televic AV in Belgium.

What is driving the rapid change in VINCI Energies' markets?

The energy transition and the digital transformation are drivers in all of our business lines. They underpin the projects we carry out every year as our markets shift to smart technologies, including smart building, smart grids, smart industry, smart city and big data. These issues are a focus of our expertise and the solutions and services we provide help our customers keep pace with change. Our acquisition of Smart Grid Energy, a major load management company operating at the heart of the energy transition, is a case in point. It connects our various business lines – energy consumers, covered by Actemium and VINCI Facilities, and grid operators, covered by the Omexom network.

The brands have been reinforced in recent years. What synergies have they built?

Our brands are building more and more synergies with each other and helping us put together joint solutions and services. To support this development we set up "La Factory" as a one-of-a-kind place where our brand teams come together to foster and accelerate the design of our future offering. For example, Axians is developing digital solutions and services and giving us a head start in areas such as the use of IoT in buildings and industrial facilities; and Axians and Actemium worked together on the renovation of the drinking water system in Stuttgart, Germany.

Innovation is an integral part of VINCI Energies' offering. How is it put into practice?

Our innovation policy is geared to the transformations under way inside and outside VINCI Energies. We designed it to be open to the players and partners making up our ecosystem. At VINCI Energies, innovation is crucial. To start with, our business units in the field are increasingly carrying out trials of the solutions and services they provide for their customers.

Then the various parts of VINCI Energies are increasingly building relationships with outside players such as startups, universities and public and private sector partners to further expand innovation. We set up Inerbiz, a managerial and financial investment fund dedicated to innovation, and it has already supported three startups. It is designed to broaden VINCI Energies' range of solutions and services, to give innovative companies an opportunity to carry out experiments on our network and give us the benefit of their solutions. We are a partner of thecamp, a digital innovation campus dedicated to the city of the future, which will be opening in Aix en Provence in the autumn of 2017. We also worked with Cisco to run an urban transformation space at the Viva Technology 2016 event in Paris, which brought together startups and large companies to work on collaborative projects.

Ethical standards, safety and recruitment are a crucial focus at VINCI Energies. What part do they play in the life of the business units?

These goals are the key to our future. They are disseminated to the business units operating in the field and are tracked and managed via a wide variety of Group-wide programmes. Our model is as strong as it is because it ensures that everyone follows the rules. We continue to support, train and empower our employees with respect to potential risks in certain markets.

In health and safety, we initiated a strong long-term programme to raise risk awareness at our annual worldwide Safety Week event. Our employees and their managers share a fully transparent commitment to safety and it is an indispensable part of our Zero Accidents goal.

We continue to recruit very actively and in fact stepped up recruitment in 2016. Reflecting our confidence in the future, the number of people we recruited under permanent, work-study and apprenticeship contracts rose. It is crucial to invest in training young people. We have forged strong partnerships with technical and engineering schools such as ENSE[3], where we are actively involved in training the class of 2018.

Yves MEIGNIÉ
Chairman and Chief Executive Officer of VINCI Energies

EXECUTIVE COMMITTEE

The members of the VINCI Energies Executive Committee explain the Group's fundamental features.

Yves MEIGNIÉ
Chairman and Chief Executive Officer of VINCI Energies

MISSION

Within VINCI, VINCI Energies breathes life into factories, buildings and energy, transport and communication infrastructure and improves their safety and efficiency. VINCI Energies brings the old or new building, factory, road or neighbourhood to life, connecting it to energy, safety, water, warm and cool air and information systems.

Patrick LEBRUN
Deputy Managing Director and General Secretary of VINCI Energies

VALUES

Our values underpin our organisational model by helping to balance the qualities we seek and foster in our employees: no autonomy without mutual support and no responsibility without trust. Our entrepreneurial spirit is driven by our belief in everyone's ability to aim for and achieve success by taking the initiative and calculating the risks.

Thierry MIRVILLE
Deputy Managing Director and Chief Financial Officer of VINCI Energies

COMMON CORE

We are currently rolling out our worldwide Codex information system. Its core element is Quartz, the key cornerstone of our management system that ensures our organisational strength. These systems are more than tools – they give us consistency and enable us to take a common approach and set common objectives for each of our projects.

Arnaud GRISON
Deputy Managing Director and General Manager of VINCI Energies International & Systems

CUSTOMISATION

We listen to our customers, gain a full picture of their expectations and needs and conduct an uninterrupted dialogue with them. This gives us unrivalled understanding of their issues, challenges, business activities and markets. By working closely with our customers, we are able to develop customised solutions to help them introduce changes.

Hervé ADAM
Deputy Managing Director and General Manager of VINCI Energies France

DECENTRALISATION AND CONNECTION

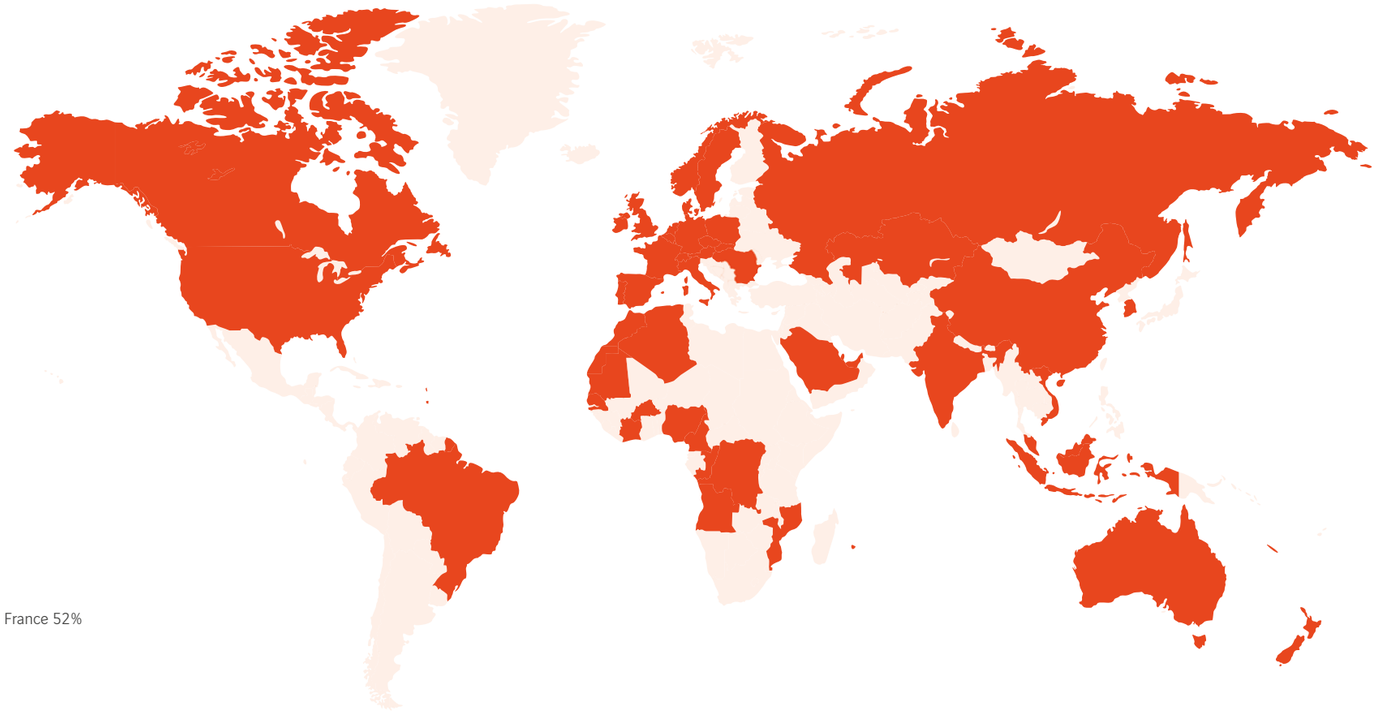
Our business units are responsive local decision centres in close touch with their customers. Our business units and their employees are connected and constantly interacting with each other, creating value by developing synergies, devising innovative solutions and services and working together to carry out complex projects.

Bernard LATOUR
Deputy Managing Director and Director General of VINCI Energies Europe

SMART TECHNOLOGIES

All our customers are or soon will be impacted by the digital transformation and the energy transition. Our unique position at the intersection of these two changes enables us to put them into practice by including an increasing number of smart technologies in projects as we implement them. Being smart means first and foremost providing relevant solutions to customer requirements.

KEY FIGURES



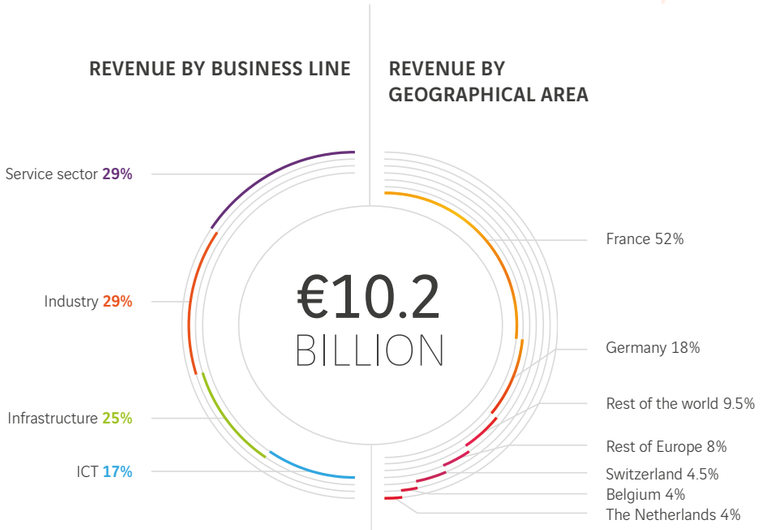
EUROPE

Austria
Belgium
Bulgaria
Czech Republic
Denmark
France
Germany
Hungary
Ireland
Italy
Luxembourg
Norway
Poland
Portugal
Romania
Slovakia
Spain
Sweden
Switzerland
The Netherlands
United Kingdom

OUTSIDE EUROPE

Algeria
Angola
Australia
Bahrain
Brazil
Burkina Faso
Cameroon
Canada
China
Côte d'Ivoire
Democratic Republic of Congo
East Timor
India
Indonesia
Kazakhstan
Malaysia
Mauritania
Morocco
Mozambique
New Zealand
Nigeria
Qatar
Republic of Congo
Russia
Saudi Arabia
Senegal
Singapore
South Korea
United Arab Emirates
United States
Vietnam

2016 revenue



OPERATING INCOME FROM ORDINARY ACTIVITIES

€581m
5.7% OF 2016 REVENUE

NET INCOME

€326m
3.2% OF 2016 REVENUE

64,500
EMPLOYEES

1,600
BUSINESS UNITS

5
CONTINENTS

52
COUNTRIES

THE GOALS OF OUR BUSINESS LINES

VINCI Energies operates according to a multi-local, decentralised business model that fosters entrepreneurship and networks all its expertise to create value in day-to-day work for its customers. Operating in infrastructure, industry, the service sector and information and communication technologies, the 1,600 business units are organised around five global brands – Omexom, Citeos, Actemium, VINCI Facilities and Axians – and brands with a regional identity. These brands act and interact to develop common solutions and services.

Infrastructure

Supporting the energy transition in energy and transport infrastructure

VINCI Energies delivers comprehensive solutions for electricity generation, transformation, transmission and distribution, from village electrification to power supply in large urban areas and from generation to distribution with a growing focus on renewable energy. VINCI Energies also equips urban and mobility systems, from design to operation, including urban lighting, video surveillance, comprehensive hypervisor management, connected tunnels, energy saving tramways and electric vehicle charging networks. The Infrastructure business line accounts for 25% of VINCI Energies' revenue.
Most of these activities are covered by the Citeos and the Omexom brands.

Industry

Helping to continuously boost industrial performance

VINCI Energies designs and rolls out customised, integrated solutions and services for the factories of its industrial customers, including 3D design, augmented reality, collaborative robots, smart sensors, and predictive maintenance. As a major player in the transition to smart industry, we make industrial processes more productive and efficient and reduce their energy consumption.
The Industry business line accounts for 29% of VINCI Energies' revenue. Actemium is the brand dedicated to industrial processes.

Service sector

Making buildings smarter and more sustainable

VINCI Energies solutions deliver air, water, heating, refrigeration, energy and information. They combine energy efficiency and smart building technologies ranging from multi-technical maintenance to operation and end-user services.
The Service sector business line accounts for 29% of VINCI Energies' revenue. Facility management is provided under the VINCI Facilities brand.

ICT

Operating at the heart of the digital transformation

VINCI Energies leverages its broad range of expertise in data collection, sharing, processing, storage and protection to build a customised approach to IT infrastructure and services for companies, operators and service providers and to boost their performance.
The ICT activity accounts for 17% of VINCI Energies' revenue. The Axians brand is dedicated to information and communication technologies.

THE YEAR'S EVENTS

Revenue held steady at VINCI Energies thanks to acquisitions, confirming its resilience, which is based on its diverse expertise, broad geographical coverage and performance-boosting managerial model.
Following substantial growth in 2015, revenue stabilised at €10.2 billion. In a sluggish overall economy, VINCI Energies' stable volume and high Ebit margin (5.7% of revenue, slightly up from 2015) reflected the strength of its business model.
As markets shrank in France, VINCI Energies maintained a good level of activity (up 2.2% to €5.3 billion) through acquisitions. The new organisational structure introduced in 2016 is geared to business unit expertise and the emergence of increasingly customer-focused solutions and services. Outside France, volume declined slightly overall (down 1.9%) as several major projects were completed, the economy in a number of regions such as Central Europe failed to improve and the group voluntarily scaled back its activity in recently-acquired low-margin business areas, especially information and communication technologies.
A further source of VINCI Energies' resilience is its ability to work on projects of all sizes, from highly local to highly global, at all stages of the project cycle. As investment in major projects is cut back, the proportion of revenue generated by core businesses has steadily risen. Similarly, the increasing proportion of projects designed to optimise and maintain existing infrastructure, industrial sites and buildings offset the decline in the volume of new projects.
VINCI Energies also gains from two major trends affecting most of its activities and customers – the energy transition and the digital revolution. To make the most of this promising context, VINCI Energies is overhauling its solutions and services in-house (accelerating expertise cross-fertilisation) and concurrently rolling out an open innovation policy involving a large number of stakeholders and partners in its ecosystem. To drive this momentum, VINCI Energies created Inerbiz, a managerial and financial investment fund dedicated to innovation in June 2016.
VINCI Energies is a partner of thecamp in Aix en Provence (Bouches du Rhône), a digital innovation campus dedicated to the city of the future, which is set to open in 2017. VINCI Energies also joined forces with Cisco to run a space dedicated to urban transformation during the Viva Technology 2016 event in Paris, which brought together startups and large companies to work on collaborative projects. VINCI Energies' operational teams are closely involved in all these open innovation initiatives, which enhance the solutions and services they will be providing for their customers in future.
In terms of external growth, VINCI Energies reinforced its positions in Australia with the acquisition of J&P Richardson (500 employees, 2016 revenue of €67 million), a leader in energy infrastructure services in the State of Queensland, after integrating Electrix, a company based in New Zealand, in 2014. It also continued to expand its Axians brand internationally with the acquisition of Novabase IMS, the Portuguese leader in infrastructure and managed services, finalised in January 2017 following approval by the Portuguese competition authority.

In Indonesia, Omexom won 12 contracts covering 50 sites.

Infrastructure

_ Energy

The energy infrastructure activity is primarily pursued under the Omexom brand, which operates in about 20 countries. In France, Omexom continued to work with the Réseau de Transport d'Électricité transmission system operator to build and upgrade high-voltage lines and substations. In conjunction with GE Grid Solutions, VINCI Energies won the four-year Enedis (formerly ERDF) contract to digitise distribution substation control systems. The acquisition of the Smart Grid Energy company enabled Omexom to include load management (peak shaving) and distributed generation aggregation in its range of solutions and services.
In Germany, activity remained buoyant as the energy transition and the switch to renewable energy – primarily wind energy – gathered pace, generating major works programmes to connect the new generating equipment and reconfigure power transmission and distribution grids. In the Czech Republic, Omexom won the contract to build a 20 km high-voltage line. Business expanded rapidly in Africa. In Senegal, the 20 MW Senergy 2 photovoltaic power plant in Bokhol was commissioned. Meanwhile, construction of the 33 MW Zagtouli power plant began near Ouagadougou, the capital of Burkina Faso. The planned interconnection of the high-voltage grids of several African countries should boost growth in the activity over the next few years. VINCI Energies will be able to build on its substantial positions in Morocco, where Omexom is market leader in power infrastructure.
On the other continents, the Brazilian subsidiary OEngenharia e Sistemas rolled out a temporary power supply system during the Olympic Games in Rio. In Indonesia, VINCI Energies won 12 contracts covering 50 substation sites spread across the archipelago's power grid.
In the urban lighting and urban facilities business, handled by business units working under the Citeos brand, volume remained stable in France. The Citeos range of solutions and services helps local authorities make substantial savings in the operation of their lighting networks under multi-year contracts that include rollout of new-generation equipment and systems designed to enhance energy efficiency. New energy-efficiency contracts signed during the year included those with the cities of Rillieux la Pape (Rhône) and La Baule (Loire Atlantique) in addition to the existing contracts with about 100 urban areas in France.
The market for electric vehicle charging stations also expanded in 2016, with new orders placed by regional and local authorities (Haute Garonne, Finistère and

New architectural lighting reveals the splendour of Strasbourg Cathedral in France.

Predictive maintenance forestalls faults.

Industry

Activity remained stable at a high level despite the global trend towards cut-backs in investment. The activity is chiefly handled by the Actemium brand, which encompasses 300 business units and 20,000 employees in nearly 40 countries. To keep pace with its changing markets, Actemium develops integrated solutions and services. These meet the needs of large industrial customers that prequalify companies based on their ability to roll out global solutions at their sites across a wide range of countries. This approach dovetails with VINCI Energies' strong local roots in industrial regions, which generate a large volume of recurring contracts. As a result, the group's overall maintenance activities offset the reduction in new projects during the year. The Actemium network's broad international coverage also enabled it to smooth wide variations in business activity between regions and sectors. Volume held steady in Western Europe, compensating for the contraction in the emerging countries.

Similarly, demand remained high in the aerospace, logistics, food processing and pharmaceutical sectors and recovered in the automotive industry, offsetting the decline in the Oil and Gas industry. In Oil and Gas, however, Actemium managed to hold its own thanks to its service activities, signing several new contracts with BP and renewing and extending existing contracts with Total covering offshore platforms in Angola. VINCI Energies is now providing comprehensive maintenance services on FPSO units and platforms for various oil companies around the world (in Cameroon, Nigeria, Congo, Australia and Angola).

In the other sectors, the year's contracts included renewal of two maintenance contracts at Airbus sites in Toulouse and Madrid, in the aerospace sector; improvement of ground guidance systems on the western apron at the Munich airport, in airport equipment; comprehensive reconstruction of the GlaxoSmithKline vaccine production site in Wavre, Belgium and rollout of a new production line for Bayer HealthCare in Leverkusen, Germany, in the pharmaceutical sector; instrumentation and monitoring systems for a new K+S Group building at its Sigmundshall site near Hanover, Germany, in the mining sector; installation of new production lines for Ferrero in China, in the food processing sector; modernisation and safety upgrades on the monitoring, control and automation systems of the municipal drinking water supply network in Stuttgart, Germany, in the environmental sector; and renewal of service contracts at the Guiana Space Centre, notably covering maintenance and operation of the fluid and mechanical systems used to fill launchers with fuel and gas, in the space sector.

To further develop its solutions and services, Actemium continued its operational innovation programme covering such areas as predictive maintenance, industrial process data analysis, cobots and augmented reality in production site maintenance. Actemium was one of the founding partners of the Factory Lab, a platform dedicated to the manufacturing plant of the future, which was set up in September 2016 by a consortium of major industrial companies and is hosted by the French Alternative Energies and Atomic Energy Commission (CEA) in Saclay near Paris. Lastly, in the nuclear field, VINCI Energies worked in a joint venture with VINCI Construction to design and build the crisis command centre at Areva's Tricastin (Drôme) site, where its uranium enrichment plant is located. The building, the first of this type to begin operating in France, was part of the post-Fukushima measures drawn up by the French Nuclear Safety Authority.

Cher departments, Nouvelle Aquitaine region) to roll out a total of more than 1,000 stations, in addition to ongoing contracts with automobile manufacturers (Tesla, Nissan Trucks). In Indonesia, VINCI Energies won the contracts to draw up the lighting plans for the cities of Mataram and Bogor.

Citeos also brought its expertise to bear in a large number of architectural heritage illumination projects. The main projects were for the Strasbourg cathedral in the Bas Rhin department (660 light points), the historic Caisse des Dépôts building on the banks of the Seine in Paris and the Latona Fountain at the Château de Versailles (Yvelines).

_Transport

In railway infrastructure, the South Europe Atlantic Tours–Bordeaux high-speed rail line (SEA HSL) project was completed in 2016. VINCI Energies teams took part in installing the catenaries and built four power supply transformer stations and 27 substations along the line. During the year, work was also completed on another PPP managed by the Group, involving radio sites and equipment for the GSM-Rail telecommunications project covering the French railway network. In Morocco, VINCI Energies is carrying out power supply works for the high-speed rail line between Tangier and Kenitra.

In urban transport infrastructure, VINCI Energies booked substantial orders in the Greater Paris area for the Grand Paris programme (extension of metro Line 14) and Nice (Alpes Maritimes) for signalling equipment as part of the tramway extension. VINCI Energies is also supporting the development of electric bus line projects with its fleet power supply and charging management services. For example, it is installing vehicle charging infrastructure for Transdev in Argenteuil, near Paris. Outside France, VINCI Energies worked on or booked orders for tramway systems in Luxembourg and Tallinn, Estonia.

In road infrastructure, VINCI Energies is involved in several Group projects in France (western Strasbourg bypass) and other countries (Moscow–St Petersburg motorway in Russia, Regina Bypass in Canada), for which it is notably rolling out traffic management equipment. VINCI Energies also worked on several tunnel and road equipment renovation projects in Switzerland.

Several VINCI Energies business units took part in the Port House renovation project in Antwerp, Belgium.

Service sector

_Engineering and works

In France, the service sector activity is evenly distributed between core business activities and major projects regularly carried out in synergy with VINCI Construction France. In this market, VINCI Energies business units leverage their ability to cover and coordinate the full range of technical trades within broad works packages, an important drawing card for programme managers at a time when buildings are increasingly complex due to the use of sophisticated energy, communication, access control and technical systems.
Volume remained high in the Greater Paris area, where VINCI Energies continued or completed major projects: the Fontenoy Ségur complex in Paris, the Ecowest building in Levallois Perret, the Péri XV building in Issy les Moulineaux, the Veolia campus in Aubervilliers, the Dassault Systèmes campus in Vélizy Villacoublay and the Cité Musicale on Île Seguin in Boulogne Billancourt. As the property market recovered, VINCI Energies booked a substantial number of orders including the Marine Pépinière building, renovation of the Louvre central post office and extension of the Roland Garros stadium in Paris; the Les Fontaines building in Rueil Malmaison; the Octant Sextant building in Levallois Perret; and the Urban Quartz building in Rennes (Ile-et-Vilaine).
In Europe, the main projects and orders were: in Belgium, the new Nato headquarters and the Residence Palace building for the European Council in Brussels, both completed during the year, and the new hospital complex in Antwerp; and in Switzerland, two new buildings for Roche at its Kaiseraugst site in the canton of Aargau. In Africa, VINCI Energies completed the technical works for the Postel 2001 tower in Abidjan, Côte d'Ivoire and the Bank of Mozambique in Maputo. In New Zealand, VINCI Energies subsidiary Electrix took part in the construction of the new courthouse in Christchurch following the 2011 earthquake that caused widespread damage in the city and its surrounding region.

_ Facilities management

The trends in the facilities management market helped consolidate VINCI Facilities' position. Companies are seeking comprehensive solutions that will optimise their buildings' efficiency and use, and combine multi-technical building maintenance with a range of user services. VINCI Facilities uses new digital technologies to develop smart building solutions that help customers control the overall cost of occupying their space by analysing the actual use they make of it and adjusting services accordingly.
It implements these solutions through joint innovation projects with its customers. The brand for example worked with Thales to create a BIM FM Lab for its Helios campus in Vélizy near Paris and then for its new site in Mérignac (Gironde). The lab focuses on the use of BIM (Building Information Modelling), originally developed for building design and construction, in the subsequent operational phase. Along the same lines, a Smart Building Lab was set up with EDF to support digitisation of its Le Galion building in Tours (Indre et Loire).
The significant contracts won or renewed during the year included those awarded by Airbus Group for four of its sites in metropolitan France; BNP Paribas for the four buildings at its North-East Paris operating centre; and the European Synchrotron Radiation Facility (ESRF) in the Polygone Scientifique neighbourhood in Grenoble (Isère). VINCI Facilities also won the FedEx contract for its new hub at the Milan-Malpensa international airport in Italy; the Carrefour Market contract to maintain 25 shops in four Belgian regions; and the PPP contract covering comprehensive operational and technical maintenance of the new fire station in the city of Krefeld, North Rhine Westphalia in Germany.

Information and communication technologies

Axians continued to expand its international network, adding two acquisitions: Novabase IMS (400 employees, €104 million revenue in 2015), which operates primarily in Portugal but also in several other European countries and in Portuguese-speaking Africa; and Redtoo (240 employees, €30 million revenue in 2015) headquartered in Switzerland, which also operates in the Czech Republic and the United States. Following the integration of Imtech ICT and APX in previous years, Axians now constitutes a network of 8,000 employees and 210 business units operating in 18 countries. The brand offers its customers – businesses, local authorities, network operators and IT service providers – a comprehensive range of services to support infrastructure upgrades and digital solutions. These include applications, data analysis and optimisation solutions, enterprise networks, data centres, cloud services, telecoms infrastructure and cyber-security.
Meanwhile, Axians worked actively with the other VINCI Energies brands as digital technologies played an increasing role in the operation of energy and transport networks, industrial sites and buildings. Cross-fertilisation of expertise reinforces Axians' ability to roll out an as-a-service model in which the focus shifts from infrastructure to the service, which is adapted to the specific features and needs of each segment. These synergies concurrently expand the digital value added of all VINCI Energies and Group solutions and services.
Axians' activity during the year reflected the range of its expertise and markets. The main contracts included:
- in France, rollout of very high-speed broadband infrastructure for the Moselle department (6,000 km of optical fibre), supported by VINCI Construction teams;

Axians supports its customers' infrastructure upgrade and digital solution projects.

- in Germany, data storage solutions implemented for Phœnix group IT GmbH and Krones AG;
- in the Netherlands, the new contract to install, maintain and ensure security of the national police force's networks;
- in the United Kingdom, optimisation of the network infrastructure of the Talk Talk Group network, a long-standing Axians customer;
- in Spain, extension of the service contract with Vodafone covering its network in southern Catalonia and Aragon;
- in Europe as a whole, renovation and maintenance of the network of the European Patent Office at five of its sites in the Netherlands, Germany, Austria and Belgium;
- in Africa, the information technologies part of the technical works packages for the Bank of Mozambique, in cooperation with other VINCI Energies business units, and rollout of a 1,920 km very high-speed optical fibre network in Côte d'Ivoire.

OUTLOOK 2017

VINCI Energies' year-end order books point to stable revenue in 2017 on a comparable structure basis. However, acquisitions, mainly outside France, could accelerate VINCI Energies' expansion, since consolidation of the sector has still made relatively little progress. In this context, VINCI Energies' strong ability to integrate new business units and involve them in its managerial momentum will foster sustainable growth.

VINCI Energies will also grow as a result of its ongoing efforts to expand its solutions and services, which are geared to its customers' needs. This momentum, supported by the group's agile networking culture, will go hand in hand with stepped-up synergies between VINCI Energies' operating teams and experts and with its accelerated innovation policy involving partnerships with the many stakeholders that make up its ecosystem. The Inerbiz fund's investments in innovative startups will help drive this process.

In the near term and to a greater extent in the long term, all VINCI Energies business sectors will benefit from the digital revolution, which will accelerate the transformation of infrastructure, industrial processes and buildings and affect both their equipment and the way it is used. The expansion of the Axians brand, dedicated to information and communication technologies, is part of the move to all-digital that will more broadly shape all VINCI Energies solutions and services. Meanwhile, the energy transition will make it necessary to reconfigure energy infrastructure and carry out broad-scale thermal renovation of buildings. All these shifts will call for massive investments that will generate long-term activity for VINCI Energies business units.

Smart maintenance helps industry work toward "zero shutdown, zero defects".

Helping our customers transform

Energy efficiency, renewable energies, smart buildings, the factory of the future and cybersecurity are just some of the issues that our customers are now routinely called on to tackle. VINCI Energies teams are there to help them transform and achieve greater performance and agility. Each of our business units works with relevant partners as required to put innovation into practice and ensure that every project, from the smallest to the most complex, has the benefit of the latest technological progress.

THE MAJOR TRENDS IN OUR MARKETS

€250 bn
VALUE OF **THE INTERNET OF THINGS MARKET** IN 2020

+25%
ANNUAL GROWTH IN **THE CLOUD MARKET**

19%
OF **CO_2 EMISSIONS** ARE PRODUCED BY BUILDINGS

+70%
EXPECTED GROWTH IN **THE CYBERSECURITY** MARKET BY 2020

46%
SHARE OF **BUILDINGS** IN WORLD ENERGY CONSUMPTION

66%
OF THE WORLD POPULATION WILL LIVE IN **CITIES** BY 2050

25%
SHARE OF **RENEWABLE ENERGIES** IN WORLD ELECTRICITY GENERATION IN 2020

x3
NUMBER OF **ROBOTS** IN FACTORIES BY 2025

15m
USERS OF **CARSHARING** SERVICES BY 2020

2.7m
ELECTRIC VEHICLES OPERATING AROUND THE WORLD IN 2018

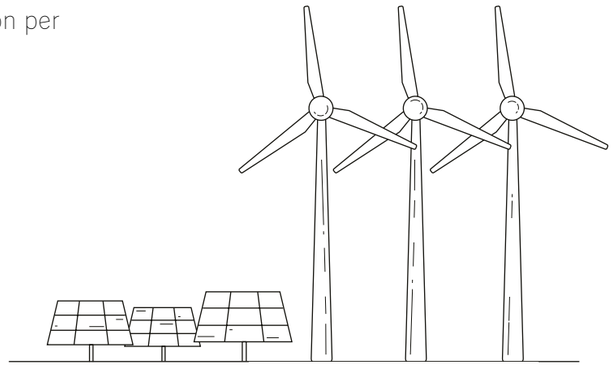
ENERGY INFRASTRUCTURE

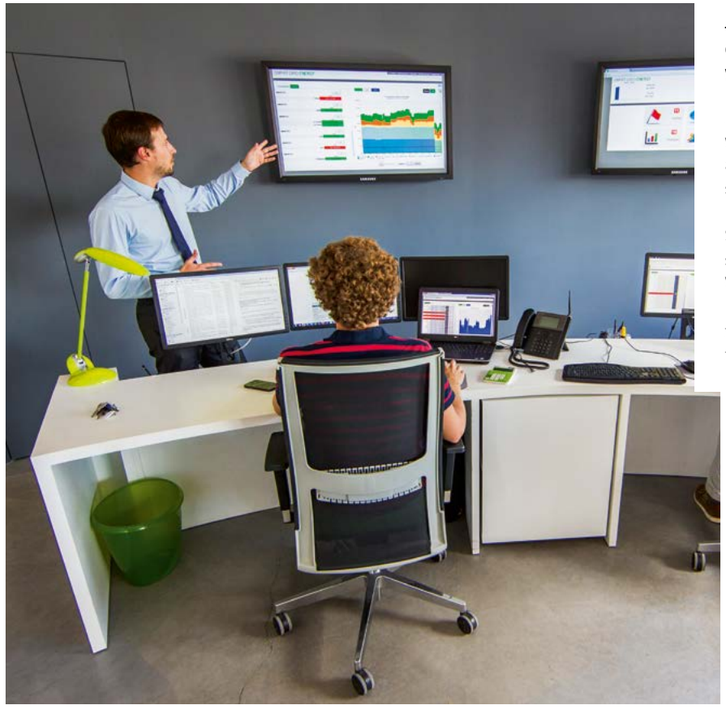
_ Smarter grids

Although electricity consumption has levelled off in the developed countries, global demand for this form of energy will double between now and 2025. The electricity consumption management market is set for long-term growth. Smart grids, which support interaction between the various generation and transmission systems and between these systems and consumers, will cover most of the management requirements. Renewable sources of energy such as wind and photovoltaic solar will increasingly be used in distributed but intermittent generation. Meanwhile, progress in storage batteries will drive demand for self-consumption, a move supported by the regulatory authorities (such as in France, for example, where the energy transition law was enacted). All these changes would be unthinkable without smart grids, a market in which VINCI Energies is now a benchmark player. In Germany, where planned north-south power lines have met with strong opposition, the way forward would seem to be demand management, storage and solutions for optimising existing infrastructure.

Load management is another way to optimise existing infrastructure. It consists in paying consumers to refrain from consuming during peak consumption periods. It will increasingly be used as a way to solve the increasing frequency of consumption peaks. VINCI Energies' Omexom power and grid brand is positioned as a benchmark facilitator of load management services.

A further trend in the energy sector is the development of "as a service" models, mainly in electricity supply systems. Energy efficiency demand could generate between €65 and €80 billion per year via "as a service" systems.





_ A load management entity joins VINCI Energies

Load management is a high-tech way to balance electricity generation and consumption and ensure supply security during peak consumption periods. With the acquisition of the Smart Grid Energy startup, which specialises in load management, VINCI Energies has become a major provider of energy asset optimisation and upgrade services for industries and local authorities.

_ Implementation of an emergency command post for use in a nuclear accident

Following the accident at the Fukushima-Daiichi power plant in Japan in 2011, AREVA initiated the construction of France's first emergency command post (PCCD) for the Tricastin nuclear power plant. Several Group business units worked in synergy with VINCI Construction on the project, which was handed over at the end of 2016. Work on the command post for the La Hague power plant will get under way in 2017.

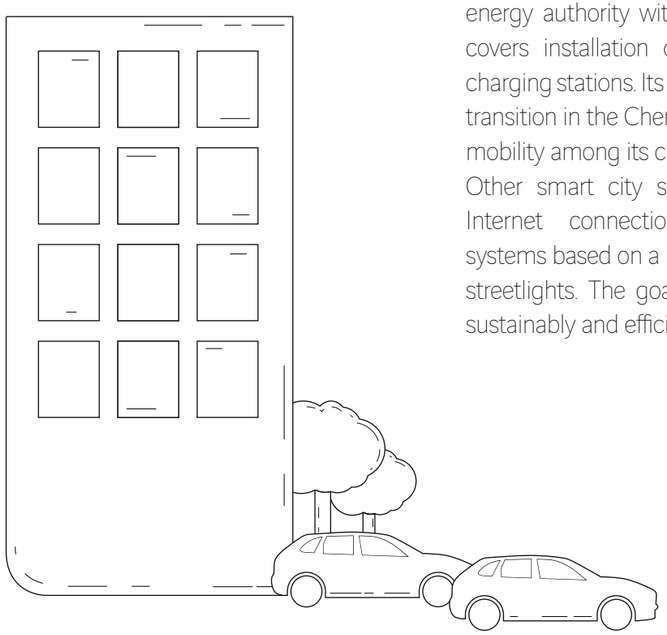
TRANSPORT INFRASTRUCTURE

_ A multi-purpose smart system

The quest for energy efficiency is a major transformation driver for cities, which are increasingly opting to introduce "smart" systems and enter a new era. One of the directions the smart city may take could include setting up an energy performance contract. The 12-year contract signed by Longlaville in Lorraine with two local VINCI Energies business units, Electrolor Réseaux and Citeos in Longwy, is a case in point. It covers design, implementation, operation and maintenance of public lighting, sports facility lighting, architectural lighting, festive illuminations and urban video surveillance systems.

Innovation can also involve transport systems, notably electric mobility. One example is the public service contract signed by the Syndicat d'Énergie du Cher energy authority with Citeos. The innovative contract covers installation of a network of electric vehicle charging stations. Its purpose is to accelerate the energy transition in the Cher department and to promote eco-mobility among its citizens.

Other smart city solutions include LiFi light-based Internet connection technology, smart parking systems based on a network of sensors and connected streetlights. The goal is to manage the urban space sustainably and efficiently.



_ Smart charging for all-electric buses

The main challenge in operating a fleet of electric buses is to reduce peak consumption during charging so as to lower investment (optimised charging infrastructure) and operating (subscription and kWh) costs. In Argenteuil, France, business unit Mobility set up smart charging infrastructure to regulate and limit the required electric power while ensuring the charging range of each bus.

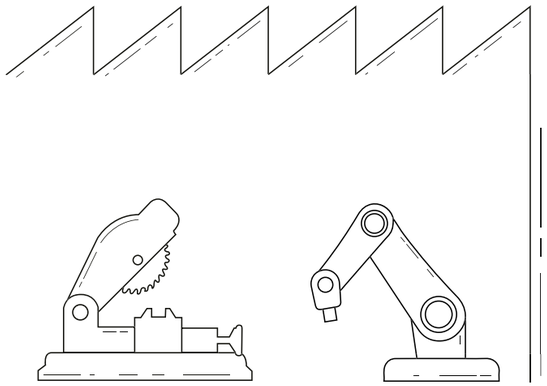
_ Upgradable smart lighting in Grenoble

In Grenoble, France, Citeos began work in 2015 to upgrade the public lighting system with the goal of optimising energy savings and improving the urban environment. Modern urban furniture with LED street lights, presence detectors and real-time monitoring of energy consumption have already substantially improved day-to-day operation of the network. Citeos is responsible for designing, implementing, operating and maintaining the public lighting system for a period of eight years.

INDUSTRY

_ The connected factory

"Smart Industry" is the result of a combination of several factors: changing technologies applied to the industrial sector, changing customer demand; and changing manufacturing processes. It achieves four main goals, making industry more human, intelligent, responsible and efficient. Digital and online technologies are now an indispensable part of connected factories in which tools, products and work stations constantly interact to optimise plant and equipment.
The three pillars of the transition to the connected factory enable Actemium to deliver a "soft revolution":



• Smart process, based on increasingly innovative technologies. One example is collaborative robotics, which puts the robot and the human worker together, and another is MES (Manufacturing Execution System), which collects, analyses and processes production and maintenance data in real time and ensures product quality and traceability. 3D printing, virtual reality and non-destructive testing are further examples of the technologies that support production in a human-centred, connected industry.

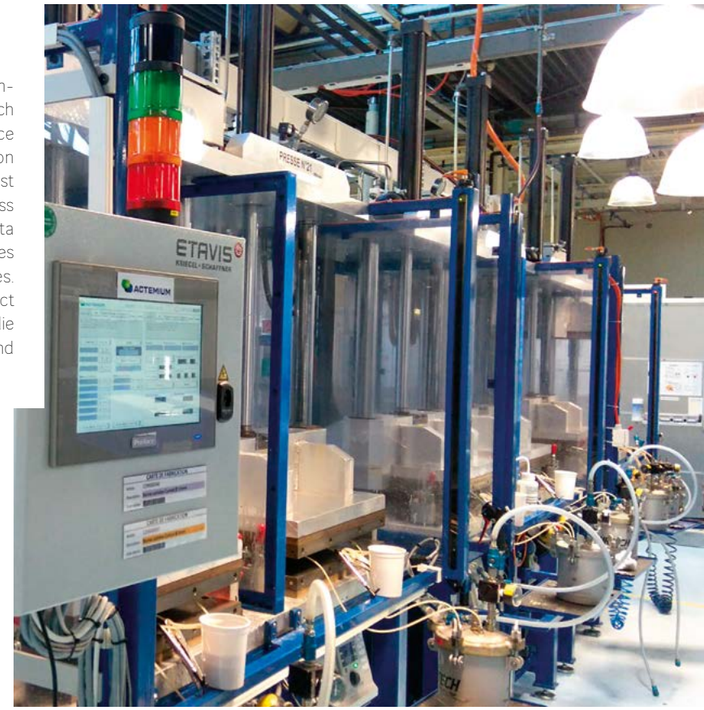
• Smart maintenance, for its part, can incorporate a predictive element to help industry move towards "zero shutdown, zero defects". The Internet of Things and augmented reality helmets herald the "remote expert" that Actemium is rolling out at a large number of sites.

• The accelerating energy transition is, lastly, a prerequisite for sustainable, responsible industry. The comprehensive audit and monitoring systems that Actemium rolls out as part of smart energy projects facilitate the drafting of efficient and effective energy optimisation plans using innovative solutions such as load management and self-consumption.

Each Actemium business unit is able to apply all these solutions locally with the support of its network.

_ Industry 4.0 for greater reliability

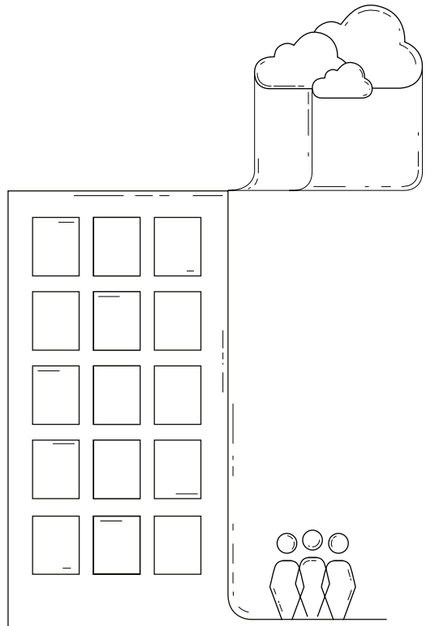
Quality and traceability are all-important at Composites Busch, which specialises in high-performance composite materials. In addition to renovating six presses to boost productivity by 18%, the business unit installed a production data traceability system on 18 presses used to produce medical devices. The compliance upgrade project carried out by Actemium Romandie optimised working conditions and operator safety.



_ Innovation at the factory of the future in Saclay

The Factory Lab is a gathering place for industries, institutions, SMEs and startups where they can test the integration of the latest technological innovations for production sites. CEA List supported startups provide solutions to meet the needs of industries in four areas, including physical assistance for operators and automation of processes and monitoring systems. As a founding member, Actemium is coordinating two projects in these areas this year.

SERVICE SECTOR

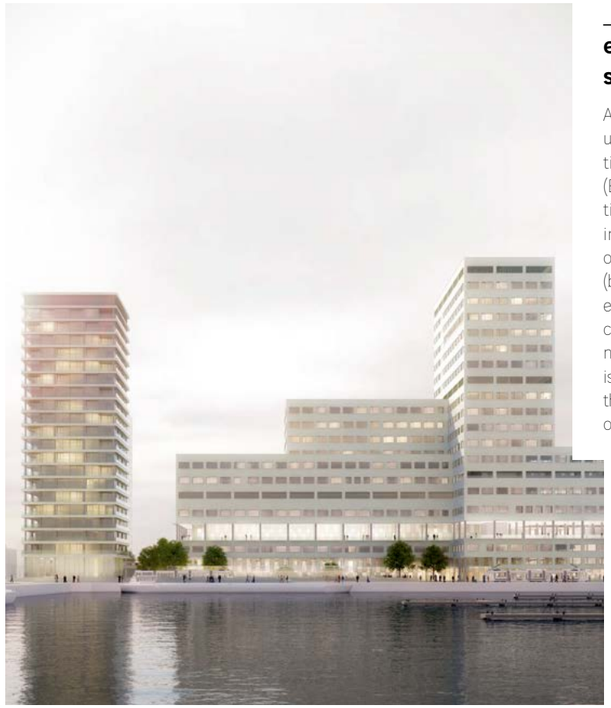


_ The user-focused building

In building construction, as in other sectors, change is driven by the introduction of digital technologies and the energy transition. But it also reflects the effort to refocus the entire building on the end user, taking the entire building life cycle into account from the design stage onwards and designing the building around its use.
In the new smart building approach, the use to which the structure will be put is the priority. The building is now geared to supporting services or even designed as a service itself. In this approach, facility management (FM) will be integrating an increasing number of the functionalities offered by the Internet of Things (IoT).

BIM, Building Information Modeling, is a key digital transformation tool. The 3D building model makes it possible to virtually approve a project prior to the construction phase. It can also be used to optimise maintenance functions and roll out new uses for the building. BIM applied to facility management is a strategic tool for VINCI Facilities, which launched the BIM FM Lab in partnership with Thales.

Joint construction and joint innovation are also key trends, reflected in the joint VINCI Facilities – EDF Smart Building Lab in Tours, which focuses on digitising existing buildings.

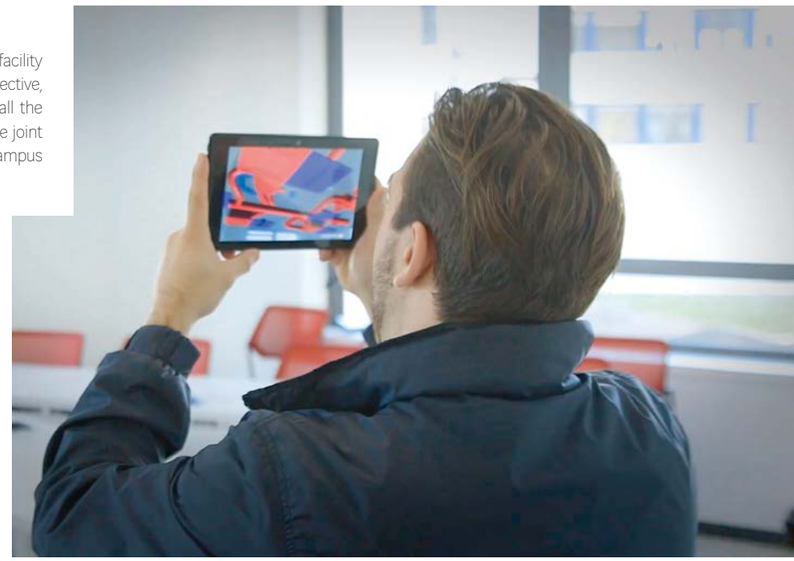


_ Delivering our expertise to the health sector

A number of VINCI Energies business units were involved in the construction of a new hospital in Antwerp (Belgium), carrying out HVAC (heating, ventilation, air conditioning) installations, some standard and others specific to the medical sector (bed head units, nurse call systems, etc.). Some 10% of the energy consumed by the building will be generated sustainably. VINCI Facilities is responsible for maintaining all of the technical installations for a period of 20 years.

_ Making BIM "FM compatible"

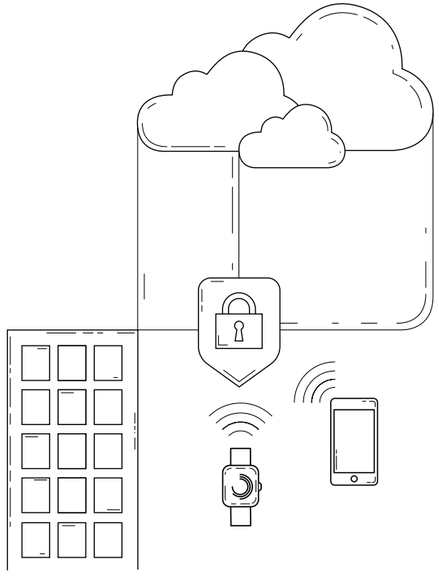
BIM can be made "FM compatible" by adding specific facility management data to it. It can then be used to support corrective, preventive and predictive maintenance. FM BIM makes all the standard facility management tools available at a click. The joint VINCI Facilities – Thales project introduced on the Hélios campus in Vélizy Villacoublay, France won a Golden BIM award.



ICT

_ Accelerated digital transformation

The accelerating digital transformation affects all industrial and services companies and sectors. The new information and communication technologies (ICT) are the decisive driver of this trend. Axians, the VINCI Energies ICT brand, works with customers, alongside other VINCI Energies business units, to develop innovative solutions that take the specific requirements of all players on board and keep pace with changing markets, which are all affected by digitisation.
Business units use digital technologies to improve and transform their internal processes, customer relations, supplier relations, supply chain and even their business model. The underlying trend, which improves processes as well as service quality and creates new services, is driven by the exponential growth of IT services with the development of cloud and "as a service" systems. The application now takes precedence over the infrastructure in guiding the resources used. This complete reversal of the conventional IT sequence is generating growing demand for greater agility, flexibility and speed on the part of both businesses and users.



The explosive growth of big data and the spread of sensors and IoT are generating growing telecommunication infrastructure requirements. At the same time, the range of data analysis tools continues to expand. The development of business intelligence and data analytics has made it possible to transform data into information, information into decisions and decisions into action. These changes, which will structure the market in coming years, are creating a pressing need for cybersecurity. In an increasingly connected world (cloud, mobility, things), data integrity and confidentiality are a major issue for businesses.

_ Improving services to residents through online payment

In city of Siegburg, Germany, all payment requests and other invoices are now printed with a customised QR code. They can make payments from a PC or smartphone, via PayPal, Giropay or Paydirect, with access to all the bank details. Axians Infoma was in charge of implementing this ePayment solution.

_ A connected, autonomous and smart education project

Axians Education works with CESI – an institution of higher learning that trains engineers at 25 sites in France – and more specifically with its Future Factory and Building department, which conducts research and innovation. The department prioritises themes such as learning environments, innovation, entrepreneurship, industrial performance, IT and digital eco-construction.
Together Axians Education and CESI have constructed a "Building of the Future" made of 18 shipping containers fitted with state-of-the-art sensors. The building will house classrooms and support integrated Building Information Modeling (BIM) and implementation of Digital Twin (digital modelling).
This will give CESI a unique working environment in which to encourage smart building research.

Corporate social responsibility

The corporate social responsability initiatives that VINCI Energies has introduced are implemented in the field. They reflect our diversity and scope and illustrate our values of responsibility and solidarity. These programmes focus on health and safety, training, support for local initiatives and participation in the life of the community. They are an ongoing demonstration of the involvement of VINCI Energies' people and they put our beliefs into practice.

In 2016, VINCI Energies launched the Fondation VINCI in Spain. Caritas was one of the first charities to receive its support.

With its "Zero Accidents" goal, VINCI Energies makes safety its leading concern. It conducts an ambitious awareness raising, accident prevention and training programme for its employees and provides tools enabling each of them to acquire safety habits that become second nature.

HEALTH AND SAFETY

DR MATTHEW LAURIE
Director of Culture Regeneration
Associates Limited, The Energy Institute

_ Health and safety focus in work with the Energy Institute

"To strengthen its accident prevention and risk awareness policy, VINCI Energies forged a partnership with the Energy Institute, an international organisation that helps businesses improve workplace safety and well-being. This partnership will enable VINCI Energies to use Hearts & Minds, a tool originally developed by Shell E&P based on academic research, to build an accident prevention culture in business units. The partnership is based on give and take: we give VINCI Energies the results of research carried out by the Energy Institute and VINCI Energies makes its safety and accident prevention expertise available to us so that we can disseminate it to a wider audience."

JEAN-MICHEL LANG
Managing Director,
Oil & Gas sector of
VINCI Energies

_ Awareness raising in the Oil & Gas sector

"VINCI Energies Oil & Gas has developed 17 best practices that dovetail with those of the customers to raise its employees' awareness of the risks specific to the sector. Risk assessment, stress management and travel information are added to the special rules applying to the use of certain tools and techniques. This personal and collective programme is part of the common Zero Accidents objective."

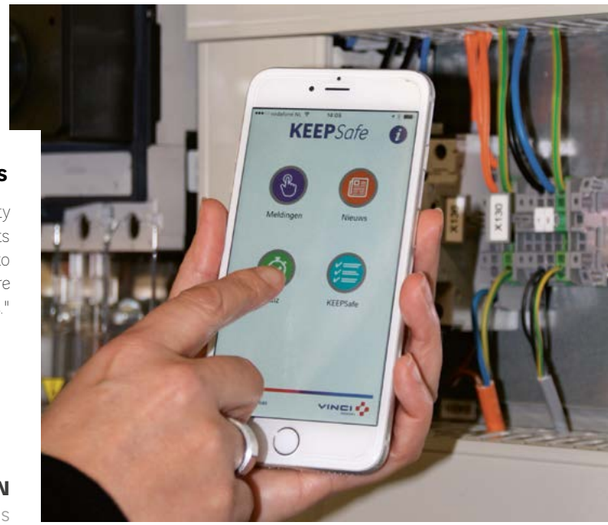
_ Focus on risk perception during Safety Week

VINCI Energies' ambitious safety policy put risk perception front and centre during Safety Week (the Group's annual weeklong safety event) and in its Eveil (alertness) application designed to monitor events on the ground. To encourage behavioural change, all employees across all business units are invited to take part in collectively identifying dangerous behaviour and dangerous situations in their workplace and to devise ways to put an end to them.

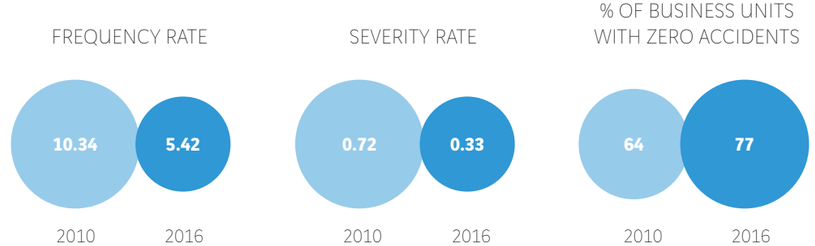
_ Keep Safe, a mobile app for raising safety awareness

"We developed the Keep Safe mobile app with a view to increasing safety awareness among those employees who are less familiar with safety topics. Its main use is to report accidents and hazardous situations, but we also use it to exchange safety-related information. In this way we give people a platform where they can test their knowledge and share their advice and experience with others."

STEVE FLANNIGAN
VINCI Energies Netherlands



ACCIDENT PREVENTION AND SAFETY INDICATORS

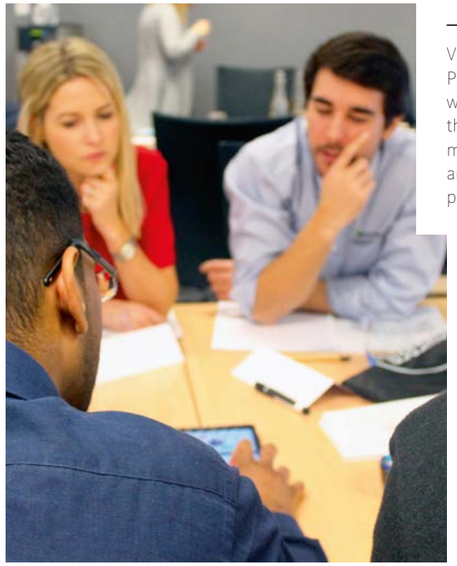


The VINCI Energies' managerial and human project is centred on transmitting expertise and self-management skills. It is implemented at the Académie VINCI Energies and through school partnerships and student outreach programmes.

HUMAN RESOURCES

_ Actemium engages in training young students in the Republic of Congo

As part of the Local Content Plan applying to multi-technical maintenance at the Moho Nord offshore platform off the Republic of Congo, Actemium is in charge of working with the ICAM Institute (Catholic engineering institute) to train 45 Congolese students. After earning a BTS technical degree in industrial maintenance, students enrol in this one-year training course to specialise in Oil & Gas and are then taken on as junior specialised maintenance technicians within the project maintenance teams.



_ Helping young engineers to advance their careers

VINCI Energies UK in December 2016 launched GAP (Graduate Advancement Programme), which allows graduate engineers to receive professional training within VINCI Energies that helps them become project managers. Following the 2-year programme, they have all the tools and resources needed to manage a project from A to Z. The course is built around the three learning areas: 70% on-the-job, 20% through the Academy or classroom style programs and 10% self-directed learning.

EDDY VANDERSMISSEN
Director of the Académie
VINCI Energies

_ The Academy digitises training

"Training practice is changing, particularly as a result of the use of the Internet and smartphones. To keep pace, we will add about 15 all-digital training courses to the classroom sessions by the end of 2017. With digitised training, we are able to make new, more attractive, more enjoyable learning methods available to our employees. Employees can train at their own pace, whenever and wherever they like, from any terminal. The E-Academy makes our knowledge transmission more agile and efficient."

Over 70%
OF OUR EMPLOYEES
take a training course every year

€93 m
INVESTED
in training in 2016

155,000 hours
OF TRAINING
provided by the Académie
VINCI Energies in 2016

JEAN-MICHEL DEDÔME
Director of Business Development
and Human Resources,
VINCI Energies France

_ ENSE³ students take part in an Innovation Challenge

"As the sponsor of the Class of 2018 at the INP-ENSE³ engineering school in Grenoble, VINCI Energies has undertaken to help build part of the curriculum content, notably by organising the Innovation Challenge in which students work on projects relating to the challenges of the energy transition (smart grids, connected buildings, public lighting, smart city applications, energy transmission and storage).
In addition to giving them a hands-on experience of life in the company, the Challenge enhances the students' credentials. The results will be considered credit toward their engineering degree."

_ Secondary school pupils made aware of best practices for dealing with recruiters

In Germany, Actemium has set up a careers guidance project aimed at Year 9 and 10 pupils (age 13-15) in order to present the brand, the opportunities in apprenticeship and the best practices to be observed when applying for jobs. Pupils are made aware of the steps to be taken by focusing on differences between theory and professional practices, recruiters' expectations, and examples of real applications that are analysed and improved upon. The first presentation was made to around 60 pupils at a secondary school in January 2016, and the event is due to be repeated in another school in April.

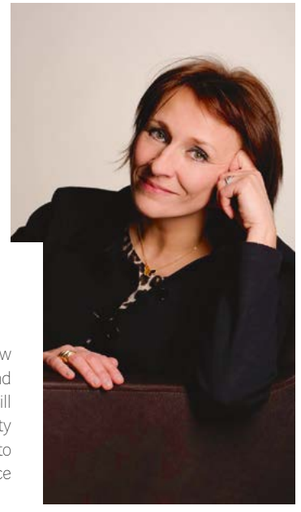
4,200
STUDENT
trainees in 2016

6,200
PERMANENT CONTRACTS
signed in 2016

20%
OF THE PEOPLE RECRUITED
under permanent contract in 2016
were under the age of 26

_ Fostering the emergence of practical solutions to the challenges of the future city

"The property business is undergoing major changes and facing new challenges and issues. Under this partnership between VINCI Energies and the Chair In Property and Sustainable Development at ESSEC, students will have an opportunity to gauge the complexity and benefits of the property sector. Business professionals will give presentations during the semester to help them grapple with issues such as "green value", energy performance requirements and greater attention to the needs of the end user."



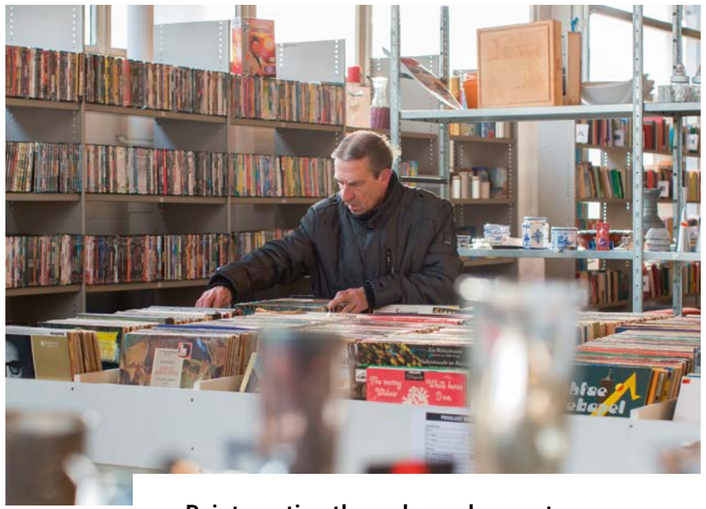
INGRID NAPPI-CHOULET
Chair in Property and
Sustainable Development,
ESSEC

FONDATION VINCI POUR LA CITÉ

The Fondation VINCI pour la Cité has been working with local communities since 2002 to support social and work integration projects for the underprivileged. A large number of VINCI Energies employees work as sponsors of non-profits, making these organisations eligible for foundation subsidies.

_ A first project supported by the Fondation VINCI in Spain

The Fondation VINCI in Spain supports the Caritas charity, which is dedicated to supporting the long-term unemployed and more specifically its Podio initiative for young people. Podio runs three workshops on complementary issues: personal development, help with homework and new technologies. VINCI Energies launched the Fondation VINCI in Spain in 2016. The project, one of the first to receive support from the Fondation, was granted a subsidy of €36,000.



_ Reintegration through employment

The Fondation VINCI in the Netherlands supported De Nieuwe Waarde foundation and its "A new chance" project. The foundation assists people who are far removed from the job market by bringing them back into a working environment in a second-hand store. By offering them a job, one-to-one coaching, traineeships and training, De Nieuwe Waarde helps to prepare them for returning to work in a traditional company.

_ New equipment supplied for trainee bakers and pastry chefs

"In Belgium, the work-based training company "Au Four et au Moulin", which I sponsor, offers a training programme in a bakery/pastry shop for job seekers who don't receive benefits. The VINCI Foundation donated €20,000 to the company, allowing it to carry out infrastructure works and to replace its outdated equipment. The cold rooms, for example, which use a lot of energy, no longer met the requirements set by AFSCA (the Federal Agency for the Safety of the Food Chain). Thanks to this support, the 40 or so trainees in the programme get to use more efficient equipment."

GIUSEPPE PANEPINTO
Senior Design Engineer,
Cegelec, Belgium

€1,886,950
IN SUBSIDIES
granted by the Fondation VINCI in 2016

154
PROJECTS
supported in 2016

_ Work integration via organic market gardening

"The Icare Association created two work integration gardens in the Greater Mulhouse area. It offers an employment contract in organic market gardening to the long-term unemployed. The fruit and vegetables are then sold in weekly baskets. Icare needed to make a heavy investment up front to purchase a tractor and a cultivator to ensure uniformity of the machines used in the gardens and to teach employees how to use them and thus enable them to more easily find a job. Through my sponsorship, the Fondation VINCI pour la Cité made a €10,000 donation."

GASTON WURGER
Director, VINCI Energies
France Est

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