WHO WE ARE

OUR BUSINESS ACTIVITIES FOCUS ON THE LONG TERM
WE ARE A MULTI-LOCAL AND MULTI-CULTURAL GROUP
OUR GOAL IS ALL-ROUND PERFORMANCE
VINCI is a global player in concessions and construction, employing close to 191,000 people in some 100 countries.

We design, finance, build and operate infrastructure and facilities that help improve daily life and mobility for all.

Because we believe in all-round performance, above and beyond economic and financial results, we are committed to operating in an environmentally and socially responsible manner.

And because our projects are in the public interest, we consider that reaching out to all our stakeholders and engaging in dialogue with them is essential in the conduct of our business activities.

Our goal is to build long-term value in this way for our customers, shareholders, partners and employees, and for society at large.
WHAT WE DO

FOR COMPANIES
FOR LOCAL GOVERNMENT
FOR REGIONS
FOR END USERS
CONCESSIONS

WITH VINCI AUTOROUTES
We have 4,386 km of motorway under concession in France. Our network is used daily by more than 2 million customers, to whom we offer a high level of service.

WITH VINCI CONCESSIONS
We support our concession-granting partners around the world, in the design, financing, programme management, operation and maintenance of their major public infrastructure and amenities such as airports, road and rail infrastructure, car parks and stadiums.

CONTRACTING

WITH VINCI ENERGIES
We help business clients and public authorities in 45 countries to deploy, equip, operate and optimise their energy, transport and communication infrastructure, industrial sites and buildings.

WITH EUROVIA
We are a world leader in transport infrastructure (roads, rail and so on) and urban development. We also operate a network of quarries and industrial facilities (binder and coating plants, etc.).

WITH VINCI CONSTRUCTION
A global player in construction, operating in some 100 countries, we deliver a comprehensive array of capabilities in building, civil engineering, hydraulic engineering and construction-related specialities.

2013 REVENUE (in € millions)

<table>
<thead>
<tr>
<th>VINCI AUTOROUTES</th>
<th>4,596</th>
</tr>
</thead>
<tbody>
<tr>
<td>VINCI CONCESSIONS</td>
<td>1,020</td>
</tr>
<tr>
<td>VINCI ENERGIES</td>
<td>9,248</td>
</tr>
<tr>
<td>EUROVIA</td>
<td>8,613</td>
</tr>
<tr>
<td>VINCI CONSTRUCTION</td>
<td>16,775</td>
</tr>
</tbody>
</table>
WHAT DRIVES US

IMPROVING DAILY LIFE
FACILITATING MOBILITY
RESPONDING TO PERFORMANCE AND SAFETY CHALLENGES
CONTRIBUTING TO THE DEVELOPMENT OF REGIONS
TAKING FULL ADVANTAGE OF AIR TRAFFIC GROWTH

VINCI Airports (VINCI Concessions) draws on its comprehensive expertise, ranging from the design and construction of new airports to the day-to-day management and development of existing facilities, to meet the expectations of public authorities who own the infrastructure, airlines and the 43 million passengers handled each year in its 23 airports in Portugal, France and Cambodia.
COORDINATING A MONUMENTAL WORKSITE

Construction of the 302 km high-speed rail line between Tours and Bordeaux is currently Europe’s largest infrastructure project. Led by VINCI and its partners, the public-private partnership project employed 8,000 people in 2013, including over 2,000 local hires. By the end of the year, more than 80% of the earthworks had been completed, as had 321 civil engineering structures, with a further 159 still under construction.
SUPPORTING MANUFACTURERS IN THEIR EXPORT MARKETS

Actemium (Vinci Energies) is supporting Renault’s international expansion programme by installing the body assembly lines for the Logan, Duster and Dokker models in plants in Tangier (Morocco), Curitiba (Brazil) and Pitesti (Romania), as well as the Lada models in Togliatti (Russia).
IMPROVING THE MOTORWAY’S ENVIRONMENTAL FOOTPRINT

Between 2010 and 2013, the green motorway package resulted in 1,800 worksites spread over all VINCI Autoroutes networks, creating 6,000 direct jobs and as many indirect jobs. The programme led to older sections of motorway being upgraded to the environmental standards applied to newer sections.
TURNING ARCHITECTS’ BOLDEST IDEAS INTO CONCRETE REALITY

VINCI Construction, in its role as general contractor, used unique design and team coordination methods to build the Louis Vuitton Foundation in the Bois de Boulogne, Paris. This building-sculpture, dedicated to contemporary art, was designed by architect Frank Gehry.
ETF (Eurovia) developed a special track laying method and tool, the continuous welded rail (CWR) “pusher” wagon, to build the high-speed rail line in eastern France (phase 2) between Metz and Strasbourg. Obviating the need for a temporary track, the innovative method enables 400 metre sections of track to be laid directly, thereby improving productivity and safety while economising materials.
CONTRIBUTING TO ECONOMIC DEVELOPMENT

Sogea-Satom, VINCI Construction’s African subsidiary, has created the Dî irrigation perimeter in Burkina Faso. The project is intended to support sustainable economic growth by irrigating 2,300 hectares, enabling farmers to significantly boost their yields from land that suffers from the very long dry seasons typical of the Sahel.
WHERE WE OPERATE

OVER 100 COUNTRIES
2,100 COMPANIES

€40,338 M
REVENUE IN 2013
FRANCE
25,111
EUROPE (EXCL. FRANCE)
9,884
AMERICAS
1,820
AFRICA
1,816
ASIA, MIDDLE EAST
AND REST OF THE WORLD
1,706

VINCI Concessions, working with local partners, closed financing of almost $1 billion in March 2013 for its first public-private partnership in the United States. The project calls for the design, construction and maintenance for 35 years of a motorway link between Indiana and Kentucky.

VINCI Concessions finalised the acquisition of ANA, holder of the 50-year concession for Portugal’s 10 airports, in September 2013.

In October 2013, Eurovia subsidiary ETF won the contract to build and maintain, for 20 years, the rail infrastructure (tracks and catenaries) for Lines 3 and 6 of the Santiago metro, which have a combined length of 90 km.

VINCI Concessions finalised the acquisition of ANA, holder of the 50-year concession for Portugal’s 10 airports, in September 2013.

READ ABOUT OTHER PROJECTS ON VINCI.COM
In January 2013, the VINCI Autoroutes Foundation for Responsible Driving, in partnership with the Ferdinand non-profit organisation created by French actor and filmmaker Patrick Chesnais, launched roulons-autrement.com, the first participative multimedia website devoted to road safety.

In Kuala Lumpur, VINCI Construction Grands Projets is building Berjaya Central Park. The first phase calls for the construction of a nine-storey podium, a 46-storey office block and the 48-storey Ritz Carlton Residences, making a total surface area of 185,000 sq. metres.

QDVC, a subsidiary owned 49% by VINCI Construction Grands Projets, won the design-build contract for the Doha metro’s Red Line South in June 2013.

In Lyon, the second tube of the Croix Rousse Tunnel, designed and built by a VINCI-led consortium, was officially opened in December 2013. For use by soft modes of transport only, the 1.7 km tunnel is fitted with a unique sound and projection system to entertain pedestrians and cyclists as they journey through.

Construction of the new coastal highway between Saint Denis and La Possession was officially launched in December 2013. Several VINCI Construction companies are participating in building a 5,400 metre offshore viaduct and a 3.6 km, 2x3-lane causeway.
OUR COMMITMENTS TO OUR PROJECT STAKEHOLDERS

TO EARN THEIR CONFIDENCE AND BUILD LONG-TERM RELATIONSHIPS
In assessing the performance of our companies, we look beyond their economic and financial results at the overall value they create.

As urban and regional developers, we have a duty to constantly examine the purpose and social utility of our projects while meeting the current and future expectations of users and the community at large.

The challenges of climate change and diminishing natural resources drive us to reduce our projects’ environmental impact.

We also measure our performance by the extent to which our projects blend into the fabric of local communities and contribute to social and economic development.

The principles that underpin our approach to corporate social responsibility and partnership, which are set out in our Manifesto, guide our interactions with all our stakeholders.

**DESIGN AND BUILD TOGETHER**

We commit to promoting outreach and consultation in conducting our projects to ensure that our partners are closely involved.

**COMPLY WITH ETHICAL PRINCIPLES TOGETHER**

We commit to ensuring total transparency in our own practices and in those of our subcontractors.

95.4% of employees concerned by the code of ethics and conduct have acknowledged receipt of it.
OUR COMMITMENTS TO OUR EMPLOYEES

IN A SHARING APPROACH FOR THEIR SAFETY AND EMPLOYABILITY
STRIVE FOR ZERO ACCIDENTS TOGETHER
We reject the idea that workplace accidents are unavoidable and we commit to the zero accidents objective.

FOSTER EQUALITY AND DIVERSITY TOGETHER
We commit to diversifying our supervisory staff to include more women and people of diverse origins.

PROMOTE SUSTAINABLE CAREERS TOGETHER
We commit to proposing training and job mobility opportunities for all our employees in order to promote sustainable employability.

SHARE THE BENEFITS OF OUR PERFORMANCE TOGETHER
We commit to ensuring that every VINCI employee is given an opportunity, wherever possible, to share in our economic success.

TRAINING PROVIDED IN 2013
3.1 million hours

23% in VINCI academies or under other internal programmes

PERCENTAGE OF COMPANIES WITH NO LOST-TIME ACCIDENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>66%</td>
</tr>
<tr>
<td>2009</td>
<td>54%</td>
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</tbody>
</table>

PERCENTAGE OF WOMEN MANAGERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>15%</td>
</tr>
<tr>
<td>2011</td>
<td>16%</td>
</tr>
<tr>
<td>2013</td>
<td>18%</td>
</tr>
<tr>
<td>2015 goal</td>
<td>20%</td>
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</tbody>
</table>

PERCENTAGE OF VINCI EMPLOYEE SHAREHOLDERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003</td>
<td>30%</td>
</tr>
<tr>
<td>2013</td>
<td>60%</td>
</tr>
</tbody>
</table>
OUR COMMITMENTS TO SOCIETY

TODAY AND TOMORROW
PROMOTE GREEN GROWTH TOGETHER
We commit to reducing our greenhouse gas emissions by 30% by 2020, to supporting our customers in their quest for better energy efficiency and to encouraging their adoption of an environmentally responsible approach.

We are taking part, along with players involved in urban development and mobility issues, in forward-looking research in eco-design and the sustainable city, notably through our think tank, the Fabrique de la Cité, and the Eco-design of Buildings and Infrastructure Chair, created in partnership with ParisTech.

Our common goal is to invent common interest solutions for buildings, infrastructure and transport.

ENGAGE IN CIVIC PROJECTS TOGETHER
We commit to supporting the civic engagement of our employees, especially through the Group’s foundations around the world.

GREENHOUSE GAS EMISSIONS (IN TONNES OF CO₂ EQUIVALENT)

OVER 450 ECO-DESIGN PROJECTS STUDIED SINCE 2012

FUNDING PROVIDED FOR SPONSORSHIP AND CIVIC ENGAGEMENT

€4 million

2008

€11 million

2013
OUR STRATEGY FOR THE FUTURE

SUPPORT URBAN DEVELOPMENT
PROPOSE COMPREHENSIVE SOLUTIONS
ACCELERATE INTERNATIONAL GROWTH
Our mission is to provide our clients with sustainable solutions that enable them to meet the major challenges of urban growth, mobility needs and the energy transition. Our credibility is based on the broad diversity in our business activities and know-how, our international expertise and our proficiency at working in partnerships. Our long-term strategic goal is the balanced growth of our two core businesses: Concessions and Contracting (energy, roads and construction).

Our focus for external growth in Contracting will be energy-related activities, as well as highly technical activities with global prospects such as specialised civil engineering, and oil and gas infrastructure. Concurrently, we will continue to put down ever deeper local roots in the fastest-growing markets, while bolstering our skills in the management of major projects. In Concessions, our priority will be the airport sector and, more generally, transport infrastructure, in particular roads and rail. One of the main drivers of our growth in those areas will be the creation of services to address the expectations of infrastructure end users.

The complementary nature of our expertise in financing, design, construction, operation and maintenance, along with our ability to integrate these activities, will enable us to meet the expectations of our clients as they move towards increasingly comprehensive and complex new-build and refurbishment projects, both in emerging and mature economies. The growing recourse to public-private partnerships, against a backdrop of cuts in public spending, will be another growth driver for VINCI the world over.

In the coming years, we will be focusing heavily on growth outside the European Union, while targeting the most buoyant business activities and market segments in Europe.