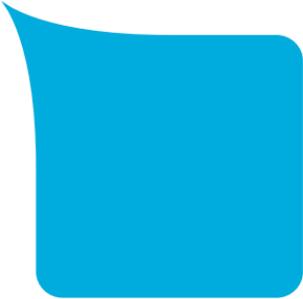


2013
ESSENTIALS



WHO WE ARE



**OUR BUSINESS
ACTIVITIES
FOCUS ON BOTH
THE SHORT AND
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 193,000 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 thus **to build long-term value** for our customers, shareholders and employees, and for society at large.

2012 REVENUE**€38.6** billion**2012 OPERATING INCOME FROM ORDINARY ACTIVITIES****€3,671** million**2012 NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT****€1,917** million**ORDER BOOK AT END-2012****€31.3** billion**MARKET CAPITALISATION AT END-2012****€20.7** billion

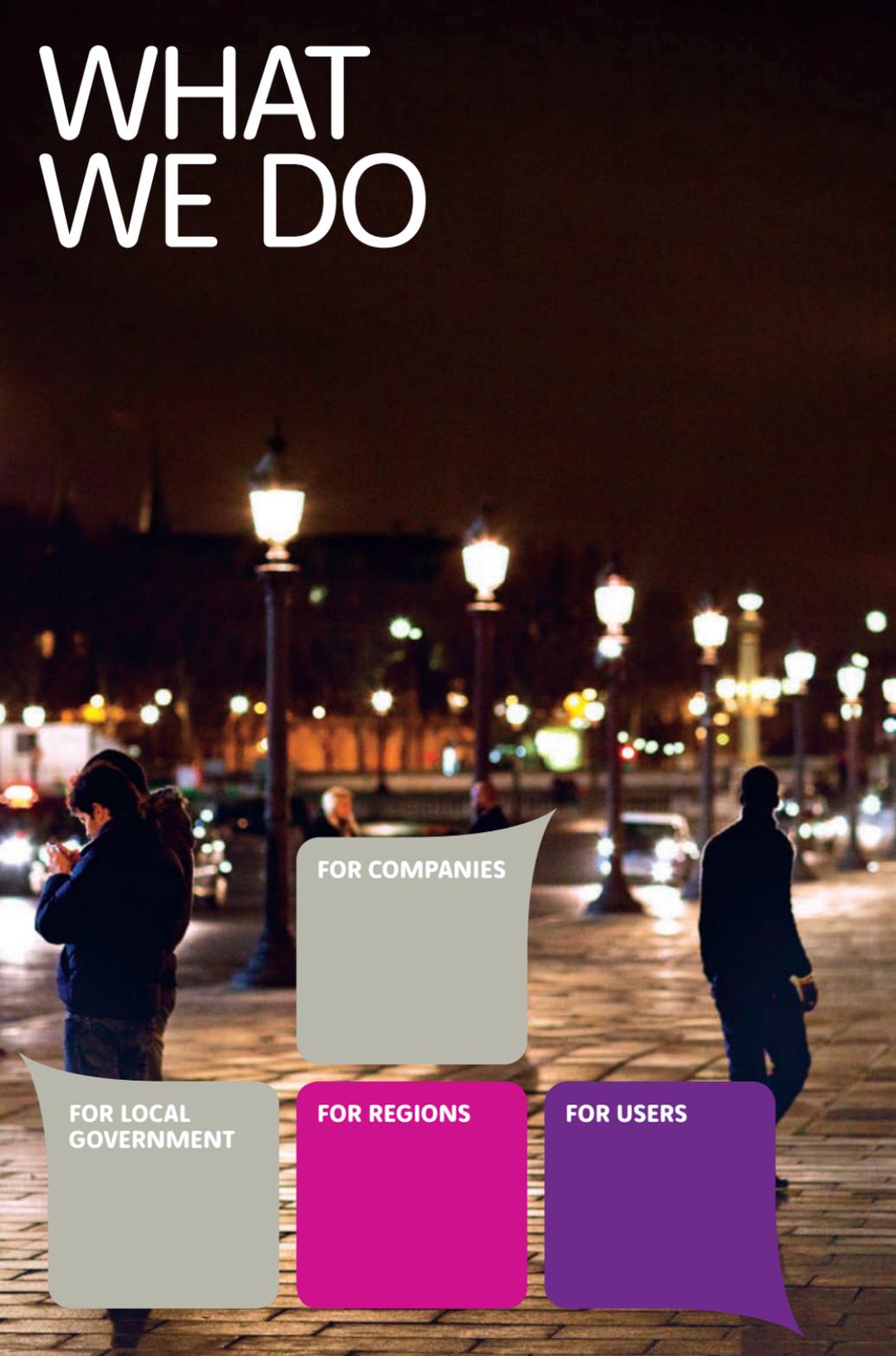
WORKFORCE AT END-2012**192,701**

EMPLOYEES

265,000

PROJECTS

WHAT WE DO

A nighttime photograph of a city street with several people walking and streetlights illuminating the scene. The background is slightly blurred, focusing attention on the foreground elements and the text overlays.

FOR COMPANIES

FOR LOCAL
GOVERNMENT

FOR REGIONS

FOR USERS

WITH VINCI AUTOROUTES

In France, we have 4,385 km of motorways under concession. Our network is used daily by 2.2 million customers.

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 facilities and buildings.

WITH EUROVIA

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

WITH VINCI CONSTRUCTION

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



2012 REVENUE

(IN € MILLIONS)

VINCI AUTOROUTES

4,439

VINCI CONCESSIONS

915

VINCI ENERGIES

9,017

EUROVIA

8,747

VINCI CONSTRUCTION

15,327

WHAT DRIVES US

**IMPROVING
DAILY LIFE**

**FACILITATING
MOBILITY**

**RESPONDING TO
PERFORMANCE
AND SAFETY
CHALLENGES**

**CONTRIBUTING
TO THE
DEVELOPMENT
OF REGIONS**

BEAUTIFYING THE URBAN LANDSCAPE

Eurovia teams executed all the construction works for the first tram line in the Brest urban area. Inaugurated on 23 June 2012, the 14.3 km line with its 27 stops connects the city's main residential and business districts.



WFI-WATER FOR INJECTION
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WFI-WATER FOR INJECTION



INCREASING PRODUCTION CAPACITY

In Belgium, VINCI Energies completed – within 16 months – the electricity and instrumentation (E&I) and clean piping works packages of a new vaccine production unit for GSK Vaccines.

CONNECTING REGIONS

On 19 January 2013, the official opening of the final section of the A89 motorway (53 km between Balbigny and La Tour de Salvagny) marked the completion of the 500 km artery between Bordeaux and Lyon. The project represented a €1.5 billion investment for VINCI Autoroutes.





MAKING FACILITIES SAFE

Built by the Novarka consortium, which comprises VINCI Construction Grands Projets and Bouygues Travaux Publics, the steel arch that will cover the damaged reactor and its sarcophagus at Chernobyl is taking shape. The arch's dimensions are impressive: 108 metres high, 162 metres long, a 257 metre span and a total weight of 23,000 tonnes.

SATISFYING END-USERS

In airports, car parks, stadiums and other infrastructure in service, the proximity of VINCI Concessions teams enables the company to better understand and respond to the expectations of end-users by proposing innovative services and applying the highest standards of quality.



WHAT
DRIVES
US

SUPPORTING DEVELOPING COUNTRIES

Over the past 10 years, VINCI Construction has performed several projects to extend and improve Jamaica's water distribution system. In total, almost 120 km of water supply pipes have been installed, serving close to 1 million people.





FACILITATING COMMUNICATION

The GSM-Rail project, led by VINCI Concessions and VINCI Energies, consists of installing a mobile telephone network over 14,000 km of track to optimise ground-to-train communications and then operating it until 2025. The system will facilitate the circulation of trains across all European Union countries.

WHERE WE OPERATE



OVER 100
COUNTRIES

2,500
COMPANIES

AMERICAS

2012 REVENUE

€1,832 MILLION

10,480

EMPLOYEES IN 2012

2012 REVENUE

EUROPE

FRANCE

€24,324 MILLION

GERMANY

€2,374 MILLION

UNITED KINGDOM

€2,257 MILLION

EMPLOYEES IN 2012

EUROPE

FRANCE

108,871

GERMANY

13,762

UNITED KINGDOM

10,107

CENTRAL & EASTERN EUROPE

€2,001 MILLION

BENELUX

€1,614 MILLION

REST OF EUROPE

€1,101 MILLION

CENTRAL & EASTERN EUROPE

12,361

BENELUX

7,919

REST OF EUROPE

6,627**ASIA, MIDDLE
EAST & REST OF
THE WORLD**

2012 REVENUE

€1,435 MILLION**11,566**

EMPLOYEES IN 2012

AFRICA

2012 REVENUE

€1,695 MILLION**11,008**

EMPLOYEES IN 2012

OUR COMMITMENTS



**TO OUR PROJECT
STAKEHOLDERS**

**TO EARN THEIR
CONFIDENCE**

**AND BUILD
LONG-TERM
RELATIONSHIPS**

We believe that our leadership gives us greater responsibility as well as greater strengths. The principles that underpin our approach to corporate responsibility and partnership are set out in our new Manifesto, under the name “Together”, which identifies our commitments to 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.



100

PUBLIC MEETINGS were held in 2012 for the Tours-Bordeaux SEA high-speed rail line project. These allowed the expectations of the various stakeholders to be identified and taken into account in the form of design adjustments

Our Code of Ethics and Conduct has been circulated to

6,500

MANAGERS

A high-angle photograph of three construction workers wearing white hard hats and safety gear. They are gathered around a table on a construction site, intently studying a large set of architectural blueprints. One worker in the center is using a black pen to point at a specific detail on the plans. The blueprints feature various technical drawings, including structural diagrams and photographs of construction progress. The floor beneath them is dark and marked with yellow safety tape and the word 'PERI' in large, bold letters. The scene is lit with bright, focused light, creating a professional and collaborative atmosphere.

**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.

At the end of 2012, **88%** of our employees had permanent jobs

110,000 employees, i.e. more than 55% of our workforce, were VINCI shareholders at the end of 2012

WOMEN IN OUR WORKFORCE

(CHANGE BETWEEN 2007 AND 2012)

18,800



25,903

+37%

COMPANIES RECORDING NO LOST-TIME ACCIDENTS IN 2012

63%



OUR COMMITMENTS



TO SOCIETY

TODAY

**AND
TOMORROW**

ENGAGE IN CIVIC PROJECTS TOGETHER

We commit to supporting the civic engagement of our employees, especially through the Group's foundations around the world.

PROMOTE GREEN GROWTH TOGETHER

We commit to reducing our greenhouse gas emissions by 30% between now and 2020, to supporting our customers in their quest for better energy efficiency and to encouraging their adoption of an environmentally responsible approach.

Against a backdrop of increasingly scarce resources, we are participating in collaborative research on eco-design and the sustainable city with the stakeholders involved in urban development and mobility issues, in particular through our think tank, the Fabrique de la Cité (City Factory), and the Chair in the Eco-design of Building Complexes and Infrastructure, established in partnership with ParisTech. Our common goal is to **invent solutions** for buildings, infrastructure and transport **that serve the public interest.**

229 ECO-DESIGN PROJECTS WERE STUDIED IN 2012

REDUCTION OF GREEN-HOUSE GAS EMISSIONS BETWEEN 2009 AND 2012



€10 million

IN FUNDING WAS ALLOCATED TO SPONSORSHIP AND CIVIC ENGAGEMENT PROJECTS IN 2012

230 PROJECTS, supported by almost 300 employees, were backed by the Group's foundations in 2012

OUR STRATEGY FOR THE FUTURE



**SUPPORT URBAN
DEVELOPMENT**

**PROPOSE
COMPREHENSIVE
SOLUTIONS**

**ACCELERATE
INTERNATIONAL
GROWTH**

The main issues of tomorrow's world are urban development, mobility and the energy transition.

Our goal, therefore, is to continue building on our strategic model through the balanced growth of our two core businesses: Concessions and Contracting (energy, roads and construction).

Our major focus for external growth will be in VINCI Energies' business activities, along with highly technical activities with global prospects such as specialised civil engineering, and oil and gas infrastructure. We will also continue to put down ever deeper local roots in our fastest-growing markets, while bolstering our skills in the management of major projects.

In the Concessions business, priority will be given to the airport sector and, by extension, to transport infrastructure, in particular roads and rail. Services to optimise the attractiveness and operational efficiency of infrastructure in service will be one of the main growth drivers of this business.

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, is another growth driver for VINCI the world over.

One of our objectives is thus to expand internationally by seeking avenues for growth outside the European Union and targeting the most buoyant business activities and market segments in Europe.



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