

a force
for
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VINCI 

 2020 ESSENTIALS 

WHO WE ARE

As an investor, builder and operator of buildings and infrastructure in more than 100 countries, VINCI plays a key role in the transformation of cities and regions.

AIMING TO BE A FORCE FOR GOOD

The environment, community life and mobility are among the main challenges facing today's world. We aim to meet these challenges by being a force for good through our constructions and our work ethic, both day to day and over the long term.

A PRIVATE-SECTOR PARTNER WORKING IN THE PUBLIC INTEREST

Drawing on the dedication of our 222,000 employees, who share a single vision of all-round performance, we will help to build a more sustainable world and fully embrace our role as a private-sector partner working in the public interest.

2019 KEY DATA

REVENUE

€48.1 Bn

NET INCOME
ATTRIBUTABLE TO
OWNERS OF
THE PARENT

€3,260 M

EMPLOYEES

222,397

OPERATING IN

120 countries



WHAT WE DO

CONCESSIONS

The entities in VINCI's Concessions business design, finance, build and operate transport infrastructure and public amenities under public-private partnership agreements, contributing to the development of mobility and communities.

VINCI AUTOROUTES, concession holder to the French government and a partner of local authorities, serves 10 regions in France, 45 administrative departments, 14 major cities, over 100 towns with a population of more than 10,000 and thousands of rural communities located near its motorway network under concession, which measures 4,443 km. By linking regions together and fostering new uses for motorways, VINCI Autoroutes is contributing to the development of clean, connected and safe mobility, a catalyst for economic and social cohesion.

VINCI AIRPORTS crossed a major threshold in its development with the takeover of London Gatwick, the UK's second-largest airport, while simultaneously achieving robust growth in traffic at most of its other airports. As the world's leading private airport operator, VINCI Airports manages a diversified and attractive international network of 45 airports that contribute to

development for both the region and its customers.

VINCI HIGHWAYS designs, builds, finances and operates 3,695 km of motorways, bridges, tunnels and urban roads in 14 countries.

VINCI RAILWAYS operates the South Europe Atlantic high-speed line, which opened in 2017. Also in France, it operates the national rail network's GSM-Rail mobile telecommunications system and the right-of-way public transportation system in Martinique.

VINCI STADIUM operates the Stade de France in Saint Denis, near Paris, the Matmut Atlantique in Bordeaux, the Allianz Riviera in Nice and the MMArena in Le Mans, all of which were built by the Group. In 2019, the VINCI Stadium network welcomed almost 2.2 million^(*) spectators for 99 events, which were principally sport-related but also included music shows.

() Tickets distributed.*

2019 REVENUE

VINCI AUTOROUTES

€5,593 M

VINCI AIRPORTS

€2,631 M

OTHER
CONCESSIONS

€319 M

TOTAL

€8,544 M



WHAT WE DO

CONTRACTING

The Contracting business brings together an unrivalled array of expertise in energy and information technology, road and rail works, and building and civil engineering. With more than 3,100 business units and nearly 200,000 employees in some 100 countries, VINCI Energies, Eurovia and VINCI Construction are among the world leaders in their sectors and carry out more than 290,000 projects every year.

VINCI ENERGIES is fast-tracking the rollout of new technologies to support two major shifts – digital transformation and the energy transition – in a world undergoing constant change. With their strong regional roots, agile organisational structure and innovative drive, VINCI Energies' 1,800 business units in 56 countries are making energy, transport and communication infrastructure, factories, buildings and information systems more reliable, safer, more efficient and greener day after day.

EUROVIA, a partner of cities and regions, develops solutions that improve mobility and strengthen community ties. In designing, building and maintaining transport infrastructure and urban projects, it applies an innovation policy focused on green growth to help reduce the environmental impact of its

works and materials production. Eurovia operates in 15 countries across Europe and North and South America and employs more than 45,000 people.

VINCI CONSTRUCTION, a global player and leading European building and civil engineering group, employs more than 72,000 people and comprises 800 companies operating on five continents. It designs and builds structures and infrastructure that address the issues facing today's world – the ecological transition, population growth and demand for housing, mobility, access to healthcare, water and education, and new recreational facilities and work spaces. VINCI Construction marshals its expertise, innovative drive and team engagement to support its customers in a changing world.

2019 REVENUE

VINCI ENERGIES

€13,749 M

EUROVIA

€10,209 M

VINCI
CONSTRUCTION


€14,926 M

TOTAL

€38,884 M



AIMING FOR ALL-ROUND PERFORMANCE

A large tree trunk is in the foreground on the left, partially obscuring the view. In the background, a city skyline with several tall, illuminated skyscrapers is visible under a clear blue sky. A group of people is gathered on a paved area in front of the city, some standing and some sitting on a low wall. The scene is captured during the day, with the city lights beginning to glow.

Because its infrastructure has a major impact on cities, regions and their citizens, VINCI aims for technical, economic, environmental and social performance in its long-term relationships with all its stakeholders. This vision of all-round performance is outlined in the VINCI Manifesto, which sets out the values shared by all employees and lays down the Group's sustainable development commitments.



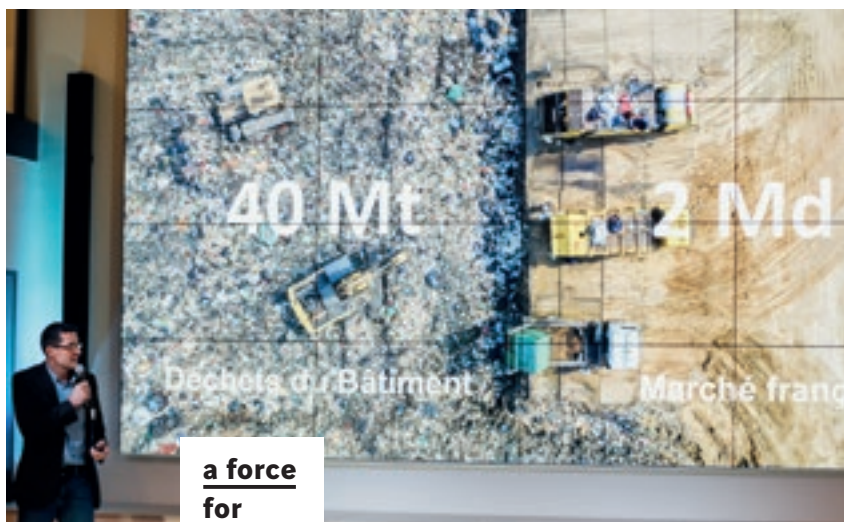
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REGIONS

PROMOTING ECO-MOBILITY ON THE ROADS

VINCI Autoroutes has signed a partnership agreement with the Provence Alpes Côte d'Azur region in the south of France in favour of low-carbon motorways. The aim of this alliance is to accelerate the development of eco-mobility in all its forms, with special emphasis on increasing the coverage of electric vehicle charging station networks and developing multimodal and shared solutions such as public transport on motorways, carpool parking and park-and-ride facilities, as well as digital services that make travelling easier and support low-carbon mobility.



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INTRAPRENEURS

WASTE MARKETPLACE, AN IDEA THAT CREATED A MARKET

The Intrapreneurs path at Leonard, VINCI's forward-looking innovation platform, is producing tangible results. One illustration is Waste Marketplace. Incubated and accelerated by Leonard, Waste Marketplace is a digital solution that facilitates management of construction waste and improves its recycling and traceability at the best possible cost. In four clicks on the application, a works supervisor on site can order a waste removal lorry. The app's algorithm chooses the best solution for each type of waste from among a network of partners. The recycling rate achieved is more than 80%. The system automatically generates a report at each stage and guarantees absolute traceability.



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DIGITAL TRANSFORMATION

OPTIMISED NAVIGATION IN THE PORT OF ROTTERDAM

Axians, the VINCI Energies information and communication technology brand, has teamed up with several expert partners in Rotterdam to install a unified digital platform that aggregates the formerly separate systems and lays the foundations for the port of the future. In the control tower, the platform uses artificial intelligence and IoT technology to gather all the real-time data needed for coordinating port operations. In addition to immediate benefits such as smoother and more secure access to information, the system is designed to ensure that all players throughout the logistics chain, including the ports of origin and destination of ships, can ultimately share data.

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GREEN VALUE

TOWARDS LOW-CARBON BUILDINGS

VINCI Construction has been testing the production and use of low-carbon concretes for several years. The Group's new head office is now the demonstrator of an innovative concrete in which cement is almost entirely replaced with blast furnace slag, which gives the material the same hardness and strength as a conventional concrete. These properties make it suitable for use in structural works while reducing its carbon footprint by 60%.

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POWER ROAD®

THE ROAD THAT CAPTURES AND DISTRIBUTES RENEWABLE ENERGY

No longer a demonstrator but now in operation, the Power Road® solar heating technology developed by Eurovia is confirming its energy performance for all its various applications. In 2019, Power Road® was embedded in 650 sq. metres of a cinema car park in Feurs in central France, and will be used in pre-heating the water at a nearby swimming facility. By replacing the main gas heating system, the innovation will avoid the emission of 16 tonnes of CO₂ a year. Inolya, the largest social housing operator in Calvados, Normandy, selected Power Road® to equip 1,420 sq. metres of roads in Fleury sur Orne as part of a programme to refurbish a social housing apartment block. This will cover 75% of the heating and hot water needs of 61 apartments and is expected to reduce CO₂ emissions by 75%.



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AIRPORTS

A SUCCESSFUL ENVIRONMENTAL TRANSITION

VINCI Airports, the first airport operator to have developed a comprehensive environmental policy on a global scale, has initiated a range of actions across its network. At the Salvador airport in Brazil at the end of 2019, for example, VINCI Airports completed a renovation and extension programme including environmental upgrades across the entire site. It has notably been equipped with a wastewater treatment plant to reuse treated water, a waste sorting building and a solar farm. The airport was awarded Level 2 Airport Carbon Accreditation (ACA) certification in early 2020, confirming the reduction of its carbon footprint.

WHERE WE OPERATE



The VINCI Group's host countries

CANADA

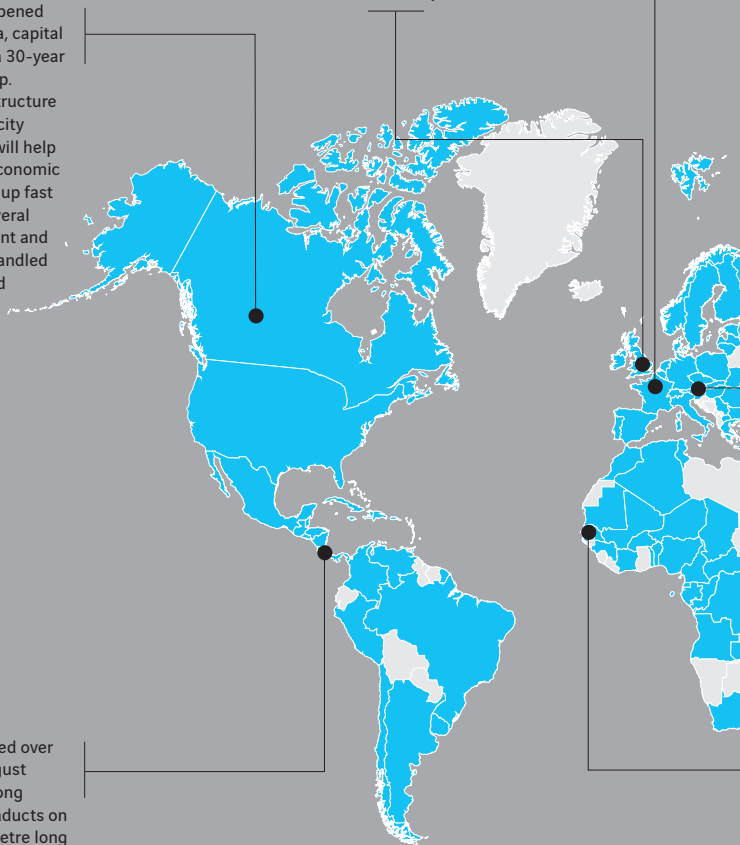
In October 2019, VINCI opened the bypass around Regina, capital of Saskatchewan, under a 30-year public-private partnership. The newly opened infrastructure makes traffic around the city smoother and safer and will help to boost the province's economic development by opening up fast and reliable access to several major routes. Management and maintenance are being handled by VINCI Concessions and Carmacks, Eurovia's Canadian subsidiary.

PANAMA

VINCI Construction handed over the Atlantic Bridge in August 2019. It is 3,100 metres long including 1 km access viaducts on either side and a 1,060 metre long cable-stayed structure. The bridge sets a world record (530 metres) for a concrete central span on a cable-stayed bridge.

UNITED KINGDOM

London Gatwick, the second-largest British airport, joined the VINCI Airports (VINCI Concessions) network in May 2019. Gatwick welcomed 46.6 million passengers in 2019 and was the first European airport to achieve carbon neutrality.



FRANCE

VINCI completed the civil engineering works for the building that will house the ITER tokamak at the Cadarache centre. ITER is an international research project focused on nuclear fusion for power generation. Construction of this building required the formulation of highly specific concretes that can screen out radiation generated by the fusion reaction.

AUSTRIA

Cegelec City Solutions Vienna (VINCI Energies) is working on the huge project designed to extend the Austrian capital's metro system. Its teams are in charge of the cabling and electrical systems for nine new stations on the extension to Line U2 and the new Line U5. This project will provide additional interconnections between the U-Bahn and the S-Bahn (suburban rail network), enabling new routes that will shorten journey times.

VIETNAM

The consortium consisting of VINCI Construction Grands Projets (50%, lead contractor) and Acciona Agua S.A. (50%) was awarded a contract for the design-build portion of phase 1 of the Nhieu Loc-Thi Nghe wastewater treatment plant, in Ho Chi Minh City. The contract includes operation and maintenance of the facility for a five-year period. The plant will benefit more than a million residents.

SENEGAL

To bring electricity to isolated areas and reduce their reliance on the fossil fuels used in thermal power plants, Omexom (VINCI Energies) built and commissioned seven hybrid power plants with total output of 2 MWp. These plants allow optimal use of solar and thermal energy, prioritising the former and in some cases adding the flexibility of electricity storage.

3,200

BUSINESS UNITS

45%

OF REVENUE GENERATED
OUTSIDE FRANCE IN 2019

290,000

WORKSITES WORLDWIDE

Recasting the Group's environmental ambition

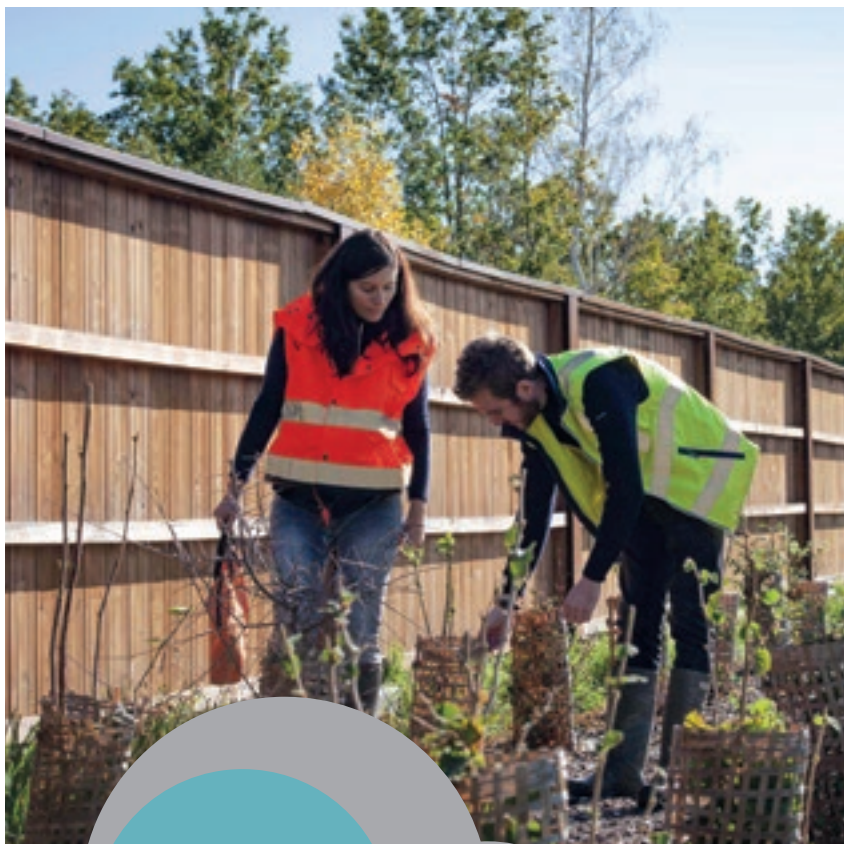
Offering customers solutions with environmental value while reducing the impact of the Group's businesses on the climate, resources and natural environments.

DEEPER COMMITMENTS

Aware of its responsibility as a major concessions and construction group, and of the need to respond to climate change, VINCI is committed to developing solutions by 2030 that will contribute to improving the living environment and mobility while managing and reducing the direct impact of its businesses. This goal covers three areas: climate change, the circular economy and the natural environment.

ALIGN DIRECT EMISSIONS WITH A 2°C TRAJECTORY

VINCI is committed to taking concrete action to reduce its greenhouse gas emissions (Scopes 1 and 2) in line with the 2°C scenario established in the Paris Climate Agreement. As a consequence, the Group aims to reduce its direct emissions by 40% by 2030 (against its historic scope as at 2018).



2030 ambition

-40%

1,410 ktCO₂eq

CLIMATE CHANGE AMBITION

Reduce direct greenhouse
gas emissions

2050 ambition

Net zero
emissions

Encouraging inclusive growth

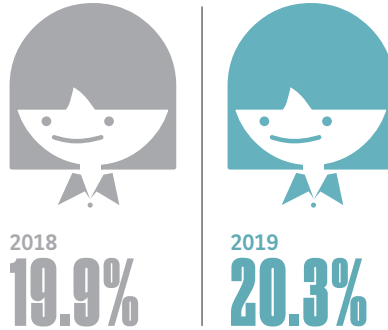
Promoting inclusive performance by being a responsible employer and partnering regional growth.



FOSTER DIVERSITY

Under the initiative of the Executive Committee, internal promotion procedures have evolved to double the number of women members on management and executive committees of VINCI business lines and divisions. The Group is also engaged in actions targeting current and future female students to encourage them to pursue engineering professions in VINCI's areas of business.

CHANGE IN THE PERCENTAGE OF WOMEN MANAGERS



PROMOTE INTEGRATION

In France, with its Give Me Five programme and with the support of the French Ministry of National Education, VINCI has committed to bringing in 5,000 middle school students from underprivileged areas by the end of 2020 for five-day discovery internships in Group companies to encourage them to think about their future careers.

NUMBER OF MIDDLE SCHOOL STUDENTS IN THE GIVE ME FIVE INTEGRATION PROGRAMME



RESPECT FOR HUMAN RIGHTS

VINCI considers it has a responsibility to prevent breaches of human rights and a role to play in raising employment and working standards in the countries where it operates. The reference document in this area, VINCI's Guide on Human Rights, is distributed widely throughout the Group (available on its website) and has been translated into 22 languages. Its guidelines apply to all VINCI companies, businesses and locations.

Guaranteeing safety

The zero accidents objective for all people working on our construction and operation sites remains the number one priority for the Group.



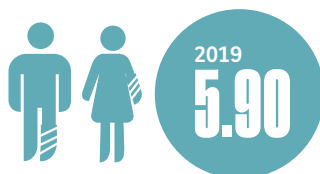
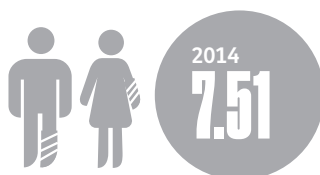
PROMOTE A SAFETY CULTURE

The Group focuses on creating a true safety culture from the highest executive levels down to managers and site teams. This goal applies to all individuals – employees, temporary staff or subcontractors – working on a VINCI worksite or operating site, as well as customers of managed infrastructure.

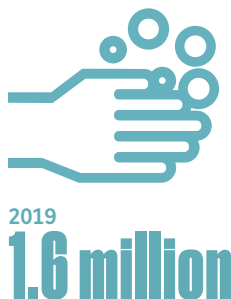
SUBCONTRACTOR AND CUSTOMER AWARENESS

Accident prevention is a prerequisite included in relations with subcontractors, especially by sharing guidelines and best practices that often go beyond regulatory requirements. VINCI also takes action for the safety of customers of its infrastructure. The VINCI Autoroutes Foundation for Responsible Driving conducts actions to improve awareness of responsible driving and the risks associated with drowsiness at the wheel, which is the leading cause of motorway fatalities.

LOST-TIME WORKPLACE ACCIDENT FREQUENCY RATE



NUMBER OF HOURS TRAINING ON HEALTH AND SAFETY



Respecting ethical principles

VINCI has adopted a stronger framework so that all its employees can contribute effectively to the Group's integrity and transparency requirements.



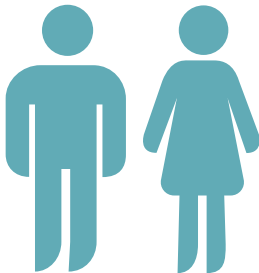
ETHICS AND COMPLIANCE

The Code of Ethics and Conduct lays down all the principles of business ethics that apply in all circumstances, in all countries where the Group operates and to all companies and their employees. It is used in tandem with the Anticorruption Code of Conduct. The Group's 25,000 key managers have undertaken to comply with the principles in the two codes and ensure they are applied within the scope of their responsibility.

THE VINCI INTEGRITY WHISTLEBLOWING PLATFORM

Available in five languages on the Group intranet and website, the VINCI Integrity online whistleblowing platform enables employees and stakeholders to report any inappropriate behaviour in the areas of human rights, business ethics, environmental risk prevention and health and safety. This secure system guarantees full traceability and anonymity.

EMPLOYEE TRAINING IN PREVENTION AND ANTICORRUPTION DETECTION



2019
43,470

OUTLOOK AND STRATEGIC VISION

- **Aim for all-round performance**
- **Promote an innovation policy serving sustainable growth**
- **Reduce the carbon footprint of VINCI's business activities by 40% by 2030**
- **Strengthen internal synergies to win new infrastructure projects**
- **Accelerate international growth**

In 2020, VINCI will push ahead with its strategy to develop both its businesses, principally in international markets to further broaden its business model's footprint, all the while nurturing its domestic markets.

VINCI Airports, VINCI Highways and VINCI Energies already generate over 50% of their revenue internationally, and that threshold should be reached at Group level within the coming years.

In Concessions, development will be principally focused on airport and motorway infrastructure as the Group continues to diversify its concession portfolio and extend its maturity. This development dynamic will also apply to the Contracting business lines.

In both businesses, growth will be boosted by innovation, where advances in technology and services will trigger the creation of new solutions,

helping to refresh their business models.

VINCI's long-term prospects also involve transforming its business lines, products and services, to provide sustainable solutions for the major challenges arising in today's world.

The Group's activities are a driving force in the transformation of cities and regions. Guided by its long-term perspective and vision of all-round performance, VINCI aims to make a positive contribution to that transformation. The Group has embarked on an in-depth conversation, with many of its teams and all its stakeholders, about the meaning of its mission, to home in on its ultimate purpose. It will be sharing that purpose with everyone in its ecosystem in 2020.



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