



2025 Essentials



VINCI is forging a sustainable world

A WORLD LEADER

VINCI is a world leader in concessions, energy services and construction, operating in more than 120 countries.

AT THE CENTRE OF THE CHALLENGES FACING TODAY'S WORLD

VINCI's ambition is to play an active part in the energy and environmental transition of living spaces, infrastructure and mobility, while fostering social progress as a humanist group that stands for inclusion and solidarity.

SERVING A USEFUL PURPOSE AND CARING FOR THE PLANET

VINCI harnesses its fields of expertise, its quest for innovation, its business model's strength and its teams' engagement to strive towards a goal that its 285,000 employees share: serving a useful purpose and caring for the planet.

2024 KEY DATA

REVENUE

€**71.6**bn

NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

€**4,863**m

EMPLOYEES

285,000



Who we are

Concessions

VINCI Concessions' business lines, which were brought under a single management unit in 2024, have turned the Group into a global leader in transport infrastructure and form the cornerstone of its long-term strategy. In deploying its integrated business model, VINCI has developed a highly diversified portfolio of concessions in some 20 countries. It manages each concession from a long-term perspective, acting as an economic and social partner to the regions served by its infrastructure and aiming to achieve the highest standards in operations, safety and quality of service for users. Its initiatives to reduce the environmental footprint of its assets and speed up the decarbonisation of mobility are also integral to this long-term commitment.



VINCI Autoroutes

finances, designs, builds and operates motorways in France. With a network of 4,443 km, it is France's leading motorway concession holder. Its primary mission is to ensure network maintenance, customer safety and the continuity of a public motorway service in all circumstances. To tackle the climate emergency, VINCI Autoroutes is taking action to transform motorways – which are vital to providing access to the regions they serve and supporting the local economy and communities – into low-carbon infrastructure.

VINCI Airports,

the world's leading private operator in its sector, manages more than 70 airports across 14 countries. As a global integrator, VINCI Airports finances, develops, builds and manages airports, leveraging its investment capacity and know-how to optimise operational performance, modernise infrastructure and steer their environmental transition.

VINCI Highways

finances, designs, builds, operates and maintains motorways, urban roads, bridges, tunnels and digital toll services over a network covering more than 3,500 km in around 15 countries, drawing on its know-how as a global mobility operator to apply the highest standards of operational performance, safety and service quality.

VINCI Railways

finances, designs, builds, maintains and operates rail and urban transport infrastructure. In France, VINCI Railways manages the South Europe Atlantic high-speed rail line, a part of the reserved lane public transport system in the French overseas territory of Martinique, and the GSM-Rail communications network until April 2025.

VINCI Stadium

manages four stadiums built by the Group in France: the Stade de France in Saint-Denis, the Matmut Atlantique in Bordeaux, the Allianz Riviera in Nice and the Stade Marie-Marvingt in Le Mans.

2024 REVENUE

VINCI AUTOROUTES

€6,585_m

VINCI AIRPORTS

€4,526_m

VINCI HIGHWAYS

€403_m

OTHER CONCESSIONS

€137_m

Who we are

Energy



With VINCI Energies and Cobra IS, VINCI is a global player in energy-related infrastructure and services. Boasting expertise in engineering, construction and services, its skills also cover transport infrastructure, industry, buildings and information technology. The Group supports operators and businesses in their emissions reduction and digital transformation efforts and assists them in adapting their networks, production sites and real estate assets to new uses.

VINCI Energies

is contributing to the environmental transition by implementing effective change in two

fundamental areas – digital technology and energy – via tailored technologies and multi-technical solutions ranging from design and build to operation and maintenance.

Its 2,100 agile, innovative business units are committed to making infrastructure, buildings and industrial processes more reliable, efficient and sustainable. Together they make up a network with strong local roots that reaches across 61 countries.

Cobra IS

is active in 65 countries and a major player in Spain, its domestic market, along with Portugal and Latin America. It is a recognised expert in applied engineering and specialised services in energy, as well as in industry, telecommunications and mobility. Flow business generates the greater part of its activity, and it also takes part in large EPC (engineering, procurement and construction) projects as well as development, financing, installation and long-term operation and maintenance of renewable energy production assets, notably including photovoltaic systems.



2024 REVENUE

VINCI ENERGIES

€20,373m

COBRA IS

€7,105m

Who we are

Construction



As the Group's longest-standing business and a world leader in its sector, VINCI Construction boasts an unparalleled array of expertise across the entire construction value chain. Its combined global and local business model provides optimal coverage in markets invigorated by the environmental transition and its implications for infrastructure and buildings.

VINCI Construction

is active in some 100 countries through 1,300 business units, organised into three complementary pillars: Major Projects, Specialty Networks and Proximity Networks. The goal of its 117,370 employees is to provide their customers with sustainable and innovative solutions by building structures that contribute to the environmental transition, support regional growth and will benefit future generations.



2024 REVENUE

VINCI CONSTRUCTION

€31,784m

Who we are



VINCI Immobilier, a key player in property development in France, designs, builds and manages residential and business property programmes that contribute to social and economic development in their regions. It also operates senior, student and co-living residences that offer community spaces in harmony with users' needs.

Its long-term environmental strategy positions it as a go-to property developer for land recycling projects.

2024 REVENUE

VINCI IMMOBILIER

€1,143_m

Direction and strategy

Our business model
creates value
in more than
120 countries



2024 KEY FIGURES

58%
of total revenue
generated outside France

> 4,200
business units

373,100
worksites

Close to
8,000 km
of motorways

72
airports managed

2,500
patents in effect around
the world

How we operate

For VINCI, the environmental, social and ethical dimensions are inseparable from the technical and economic performance of its projects and businesses. The Group strives to embed this approach of all-round performance in its responses to the climate emergency and its contribution to a more inclusive society.

A force for good





Continuing to deploy the Group's environmental ambition

VINCI is aware of the responsibility it bears due to the nature of its business activities, but also recognises its ability to contribute positively to the environmental transition. That is why in 2020 the Group recast its 2030 environmental ambition, with a twofold objective: significantly reduce the direct impact of its activities and help to shrink the footprint of its customers, users, suppliers and partners by developing shared solutions. This ambition is cascaded into three areas that align with the key challenges faced by the Group's businesses.



Act for the climate

VINCI has pledged to reduce its direct emissions (Scopes 1 and 2) by 40% from 2018 levels by 2030 and reduce its indirect upstream and downstream emissions (Scope 3) by 20% from 2019 levels by 2030.

This target has been validated by the Science Based Targets initiative (SBTi) and means that the Group's trajectory is in line with the well below 2°C scenario, while guaranteeing its methodological framework.

PERFORMANCE IN 2024



21%

reduction in CO₂ emissions from 2018 to 2024 (Scopes 1 and 2, adjusted for the impact of acquisitions).



48%

of reclaimed asphalt pavement from VINCI Autoroutes recycled at its own worksites.



57

airports use no phytosanitary products.



Optimise resources thanks to the circular economy

VINCI aims to limit the footprint of its activities by making them part of a circular economy approach. The Group will achieve this objective by improving its design and production processes, reducing the extraction of virgin raw materials, favouring efficient techniques and behaviour, and promoting reuse, repurposing and recycling.

Preserve natural environments

VINCI aims to reduce its impacts on natural environments by aligning its businesses on long-term ecological challenges. The Group is thus accelerating the rollout of its ecological engineering expertise across all its businesses, to ensure that they can give more consideration to biodiversity and natural environments in all their

operations and for projects of any size. To protect water resources, VINCI addresses needs at the local level and promotes innovative hydraulic infrastructure and water treatment processes.

Encouraging inclusive growth

Promoting inclusive growth by being a responsible employer and a partner to regional development.



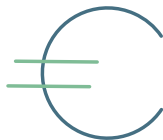
Promote sustainable employability

VINCI is committed to improving the employability of its employees by developing their skills through training and building attractive, sustainable career paths. This ambition contributes to their professional fulfilment and is reflected in solid training programmes and a managerial environment that fosters inclusion, autonomy and responsibility.

Share and redistribute the benefits of performance

For 30 years, VINCI has pursued an ambitious employee share ownership policy involving as many of its employees as possible in the Group's success and the benefits of its performance. At the end of 2024, more than 170,000 current and former employees in France and abroad collectively held 10.9% of VINCI's share capital, making them the Group's largest shareholder. Over the year, VINCI also continued to roll out its universal social protection

PERFORMANCE IN 2024



€533m

paid out to employees in France through employer contributions to employee savings plans, retirement savings plans and all profit-sharing and incentive plans in effect.



21 hours

of training on average per employee.



More than
8,000

young people enrolled in work-based training programmes in the Group.



framework, covering social insurance and parental benefits, for all employees under contract with a Group company, irrespective of their business line, employee category or country of operation.

Act to promote inclusion and diversity

VINCI seeks to foster equal opportunity and prevent all forms of discrimination in its businesses. Specifically to promote gender diversity, the Group has set a target to increase both the percentage of women in

management positions and the percentage of women members on the Group's management committees to 30% by 2030. It also continues to roll out its concerted policy to support the employment of people with disabilities.

Respect human rights

In all the countries where it operates, VINCI has a responsibility to prevent the risk of human rights violations and exercises heightened vigilance in this area. Guidelines have been included in VINCI's

Guide on Human Rights, which applies to all Group businesses and locations. By the end of 2024, almost 140 subsidiaries in 44 countries were covered by human rights assessments.

Guaranteeing safety

The zero accident objective for all people working on its construction and operation sites remains the Group's number-one priority.

Promote a safety culture

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

The Group's health and safety policy is overarching and aims to anticipate and prevent all occupational risks and psychosocial risks. It also aims to ensure quality of life in the workplace and the redeployment of employees who have suffered a workplace accident or occupational illness.



Strict procedures and safety systems

VINCI's health and safety policy is implemented under the direct oversight of managers, who are responsible for spreading the safety culture on a daily basis. In the field, the accident prevention programme is managed by a network of 2,850 health and safety employees.

PERFORMANCE IN 2024



> 2.3 million
hours of training in health, safety and security.

Frequency rate
for lost-time workplace accidents





Respecting ethical principles

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



Engage all employees

VINCI expects the highest standards of conduct from each employee based on a sense of honesty, loyalty, respect for dignity and individual rights. The Group's Code of Ethics and Conduct lays down all the principles of business ethics that apply to all its businesses and employees in all circumstances, and to all countries where it operates. It is used in

tandem with the Anti-corruption Code of Conduct, which details the rules concerning the prevention of all acts of corruption, notably identifying risks in business processes and defining conduct to be avoided.

Involve partners and subcontractors

The integrity and transparency requirement does not just apply to Group

PERFORMANCE IN 2024



100,000

employees trained in the prevention and detection of acts of corruption during the year.



companies and employees, but also to its partners and subcontractors. In addition to their technical expertise and ability to fulfil their duties, subcontractors are also assessed for their commitment to complying with human rights and business ethics, and their commitment to VINCI's values.

Report issues via VINCI Integrity

The online whistleblowing platform called VINCI Integrity is available in five languages on the Group intranet and website.

In addition to the systems specific to each entity, it enables employees and all other stakeholders to report any inappropriate behaviour in the areas of human rights, business ethics, environmental

risks, and health and safety. The whistleblowing procedure guarantees full traceability and anonymity of all discussions, and the protection of whistleblowers.

Business model resilience and a sustainable growth trajectory

VINCI draws its resilience from a business model built on stable fundamentals and supported by large-scale, global trends.

The Group implements its model in a wide diversity of geographies and areas of expertise, while creating sustainable value for all its stakeholders. Its strategy is to adapt and hone this model as it continues to develop across its three businesses: Concessions, Energy and Construction.

In addition to its broad range of businesses and markets, VINCI's resilience also stems from two essential aspects of its business model. One is its financial strength, resulting from the complementary fit of its concessions business and its construction activities. The other is its management approach: VINCI fosters a supportive management culture and a highly decentralised model that gives subsidiaries operational independence and empowers managers, allowing its business units and teams tremendous

agility in adapting to changes and unpredictability in their environment.

The energy and environmental transition permeates VINCI's key business areas. The Group welcomes it as a valuable opportunity to reshape its practices and products and as a driver of its business activities' long-term growth. The Group's R&D and innovation policy contributes by spurring the development of novel solutions and services that create environmental value, in collaboration with the Group's scientific and tech partners.



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Cover photo: the Basses Promenades redevelopment in Reims, a Revilo® project by VINCI Construction's teams.



1973, boulevard de la Défense
CS 10268
92757 Nanterre Cedex – France
Tel.: +33 1 57 98 61 00
www.vinci.com



VINCI.Group



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