

Essentials.

2024



**The world needs
to build more today
than ever before, and
at VINCI Construction
we are proud to provide
sustainable solutions
and innovative expertise
that serve a useful
purpose for all.**

VINCI Immobilier is redeveloping an industrial brownfield on the Universeine project in Saint-Denis, just north of Paris. Before being repurposed to become part of a mixed neighbourhood, Universeine – which encompasses the Campus Maxwell (Halle Maxwell and Pavillon Copernic) and the Bokken building, both undertaken by VINCI Construction – will house some 6,000 athletes and their attendants in 2024. This Athletes' Village was inaugurated on 29 February 2024.



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Executive Committee.

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United Kingdom



Editorial

Pierre Anjolas
President of VINCI Construction

“A growing proportion of our projects is linked to low-carbon mobility, renewable energy production, the water cycle, climate resilience and flood protection.”

2023 was a very solid year for VINCI Construction, in terms of revenue as well as margins. Our operating margin rose to 4%, a level not seen since 2011, while consistently applying our policy of selectivity. Our diverse skill sets, broad geographical coverage and efficient organisation reinforce our resilience.

A growing proportion of our projects is linked to the energy and environmental transition. Jobs associated with low-carbon mobility, renewable energy production, the water cycle, climate resilience and flood protection account for a significant share of our infrastructure projects. In the building sector, we are carrying out more and more refurbishment projects in which energy renovation goes hand in hand with adapting workplaces, homes and public areas to contemporary uses.

We are tackling these challenges by transforming our design and production processes in order to reduce the environmental footprint of the buildings and the infrastructure we develop. Our initiatives to reduce direct emissions (Scopes 1 and 2),

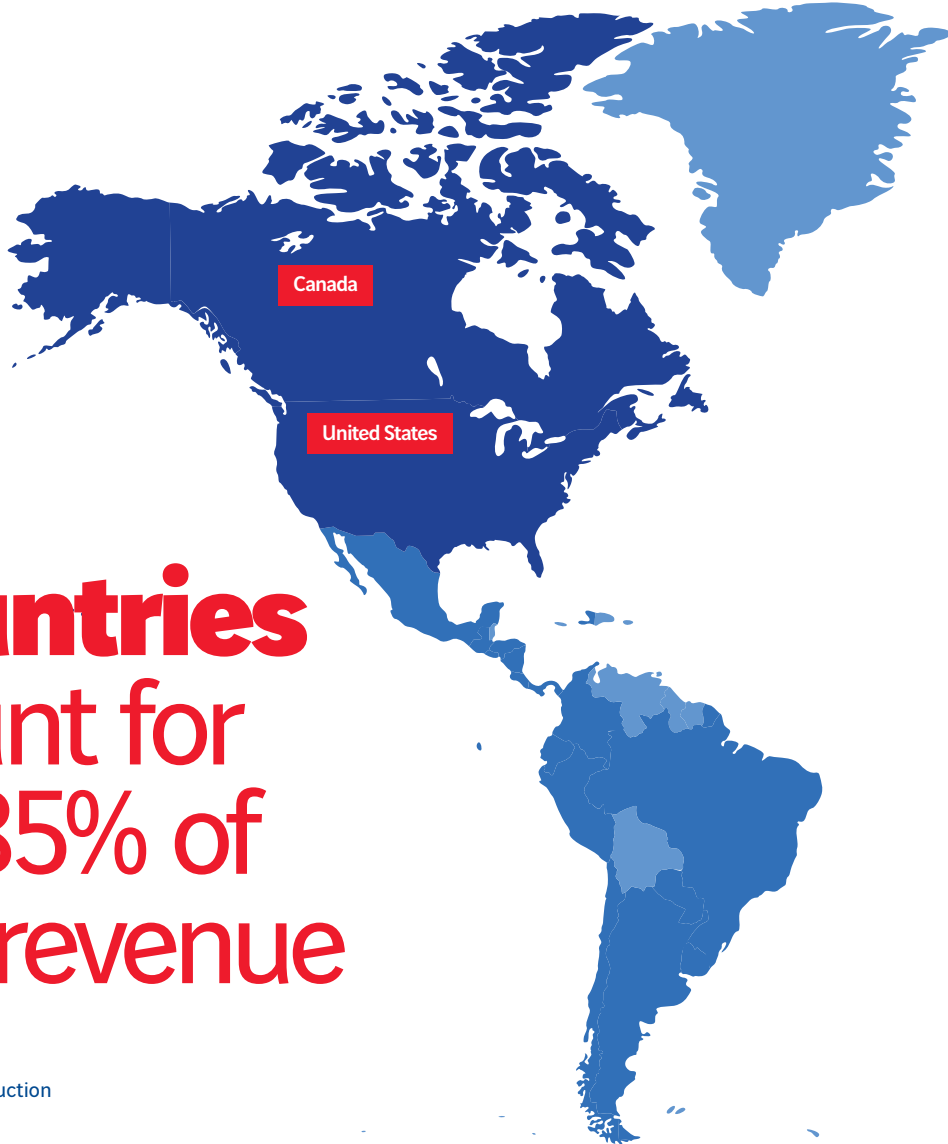
such as renewing our fleet of worksite equipment and vehicles, optimising worksite supply chains and transforming road asphalt plants, overlap with the development of low-impact materials and construction methods (Scope 3) such as low-carbon concrete and timber.

In our uncertain macroeconomic environment, our resilience will be reinforced by our broad spectrum of expertise, geographical diversification and organisational model. The latter combines strong local roots with the ability to mobilise teams to form networks, and thus generate a wide variety of contracts ranging from local jobs and maintenance operations to specialist services at the cutting edge of technical innovation and large-scale projects.

Our operation worldwide

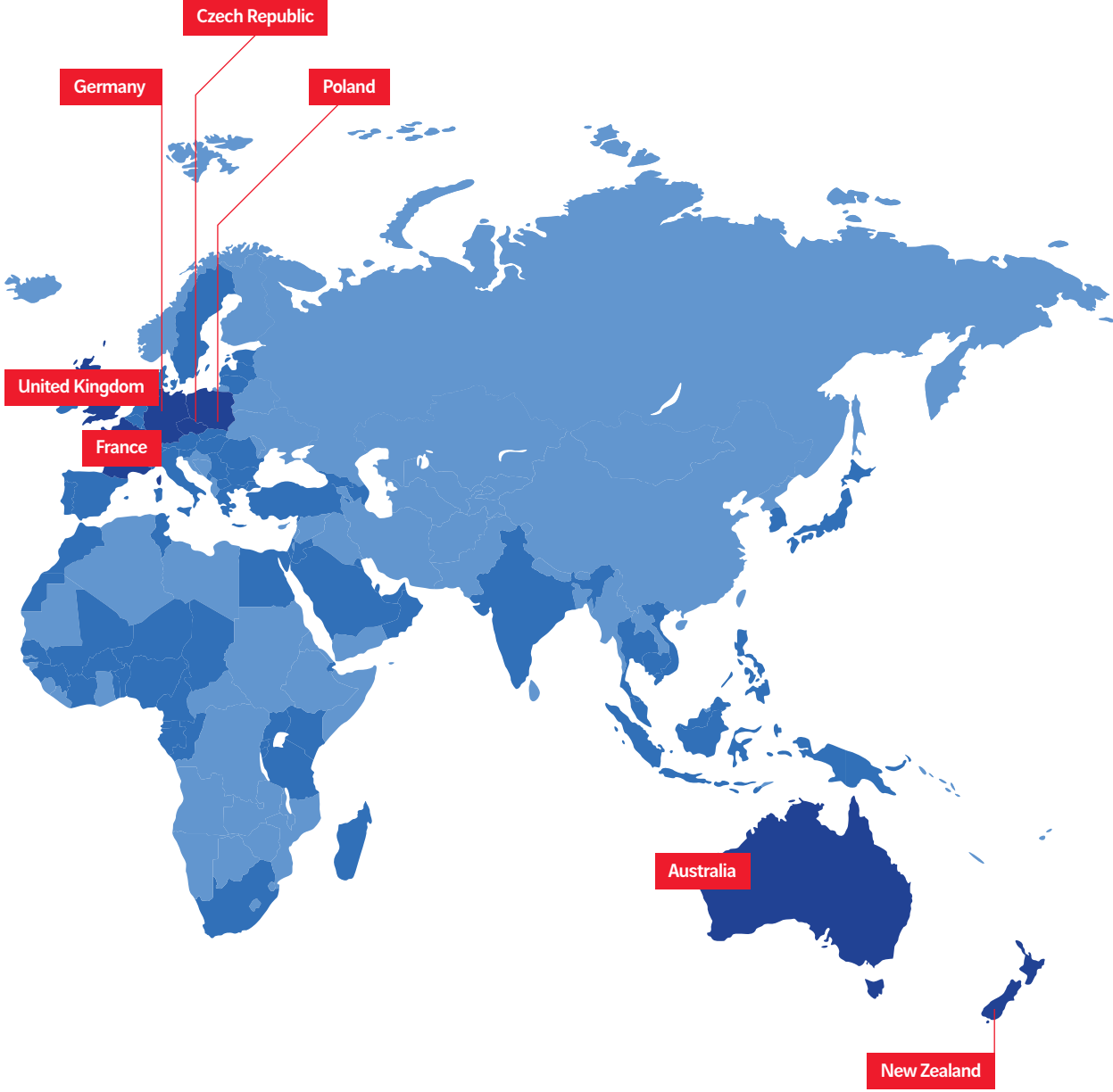
More than 100 countries

VINCI Construction is active in some 100 countries. Its array of expertise is unparalleled in the industry and encompasses every trade in construction.



9 countries account for over 85% of 2023 revenue

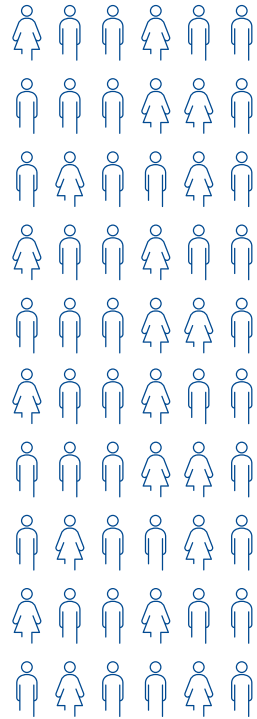
- The 9 major countries
- Presence of VINCI Construction



2023 key figures

+
119,000

employees



€31.5bn



4%

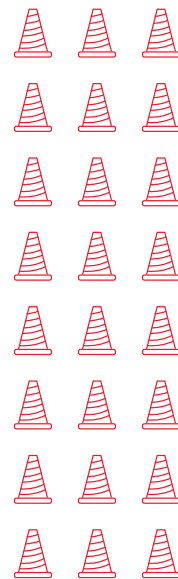
operating margin

1,300

business units

projects

70,000



Average contract value

€450,000

Our areas of expertise

VINCI Construction draws its resilience from a model that optimises market coverage. Within an organisation structured around three complementary pillars, its teams work day after day and side by side with their customers, whatever their size, wherever they are and whatever the type of project, while contributing to the large-scale transformations unfolding in society.

Major Projects

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Specialty Networks

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Our areas of expertise

Major Projects

The Major Projects Division, which brings together VINCI Construction Major Projects, Dodin Campenon Bernard, VINCI Construction GeoInfrastructure and Spiecapag, works on large-scale transport or hydraulic infrastructure programmes.

for Line 15 West. It is also applying its cutting-edge expertise on the future Euralpin Lyon-Turin rail tunnel in south-east France and the New Coastal Highway (which comprises France's longest viaduct at sea) on Reunion Island, as well as on the HS2 high-speed line (involving a complex series of viaducts and tunnels) in the United Kingdom and the Fehmarnbelt Fixed Link (an immersed tunnel) in Denmark, two highly technical infrastructure programmes that will facilitate mobility.

In Egypt, where VINCI Construction has been working on successive projects on Cairo's metro system for decades, the division is currently extending Line 3. In the United States, the Major Projects' teams are active on the Hampton Roads Bridge-Tunnel project, which will ease traffic in Virginia. In Canada, they are contributing to modernising infrastructure on a variety of projects such as the Calgary Ring Road (completed in 2023), the Confederation Line in Ottawa, the renovation of the Louis-Hippolyte La Fontaine tunnel in Montréal and works on the Ontario Line subway in Toronto. In Colombia the division is refurbishing the Bogotá-Girardot highway and, in New Zealand, building Auckland's City Rail Link, two projects combining advanced construction techniques with initiatives to foster inclusion in their local area.

Transport infrastructure to support the growing need for mobility

In France, projects in connection with the Grand Paris Express – currently Europe's largest urban transport programme – dominated the business. The highlights on this programme in 2023 included completion of civil works on Lines 15 South and 14 South, and ongoing work on Line 18. The division was also awarded a substantial contract, in a consortium encompassing VINCI Construction and VINCI Energies,

↑ Cairo metro in Egypt, Line 3 phase B.

The Fehmarnbelt Fixed Link, combining rail and road, will provide more sustainable mobility options.



Energy infrastructure to enable the transition

VINCI Construction was involved in large energy infrastructure projects including a 180,000cu.metre liquefied natural gas storage tank in Rotterdam (Netherlands), extending capacity at a liquefied natural gas terminal on the Isle of Grain in the United Kingdom and building a gas pipeline in British Columbia, Canada. In France, it completed construction of a complex for the ITER international nuclear fusion research programme, illustrating the breadth and variety of skills that VINCI Construction can pool to deliver complex infrastructure on a worldwide scale.

18 km

Length of the Fehmarnbelt Fixed Link (between Denmark and Germany), the world's longest immersed tunnel.



↓ Springbank reservoir near Calgary, Canada.



Hydraulic infrastructure to enhance climate resilience

VINCI Construction is working on several major projects relating to water resource management, renewable energy production and climate resilience, including: in London, the Thames Tideway Tunnel, a system designed to prevent polluting the Thames (involving two tunnels 5.5 and 4.6 km long and transfer shafts under the river); in Morocco, the Abdelmoumen pumped-storage power station (350 MW of capacity); in Senegal, the Sambangalou dam (which will generate 400 GWh of renewable energy every year and irrigate nearby farmland); in Cambodia, the Bakheng water treatment plant (which will supply drinking water to 1.5 million people); in Canada, the Springbank reservoir designed to protect people living in the wider Calgary region during peak volume events.

Our areas of expertise

Specialty Networks

The companies in VINCI Construction's Specialty Networks – Soletanche Bachy, Menard, Terre Armée, Freyssinet, Nuvia and Sixense – bring together a range of expertise that is unrivalled in the construction and engineering world.



Retaining wall for Ottawa's Trillium Line LRT, Canada.

Soletanche Bachy, a global leader in foundations, was active on numerous transport infrastructure projects including the HS2 high-speed line in the United Kingdom, and the extension of the Toulouse subway system in France and the Ang Mo Kio mass rapid transit station in Singapore. In energy and hydraulic engineering, the main projects were the Ras Laffan solar power plant in Qatar, and the Chimney Hollow Reservoir dam (Colorado) and the Arbuckle Reservoir (Texas) in the United States. It was also involved in the construction of battery plants in the United States and Hungary. Operationalising VINCI Construction's innovative solutions, Soletanche Bachy inaugurated Exegy® low-carbon concrete foundations on the Sullivan 25 project in Mexico.

Menard, which specialises in soil investigation, improvement and remediation, maintained high business levels, thanks in particular to robust performance in Australia, the Middle East and the United States, where a number of recent acquisitions have helped it expand its foothold. Business in North America was driven by various projects for electric vehicle and battery plants. At the Linamar car equipment manufacturer's new production plant in Welland (Ontario, Canada), for instance, generative design solutions developed in-house reduced the amount of material used and implemented low-carbon concrete. After purchasing Lankelma in the United Kingdom in 2022, Menard strengthened its position in the soil investigation sector in Canada by acquiring Geotech at the end of 2023.

1,000 t

The amount of prestressed concrete Freyssinet used on Grand Paris Express Line 18.



Terre Armée, a specialist in reinforced soil slopes and structures using Reinforced Earth® technology, retaining walls and precast concrete arches, continued to diversify its range of geosynthetic soil reinforcement and protection solutions. It worked on several projects in the United Kingdom (canal bridge in Winchburgh, Scotland), Australia (Ovingham Level Crossing), the United States (I-65 North Split, Indianapolis), Canada (Ottawa's Trillium Line light rail transit) and Brazil (access to the stadium in Belo Horizonte, state of Minas Gerais), among others.

Freyssinet, a specialist in structures, is meeting strong demand for new construction and repairs to existing structures, as well as hydraulic infrastructure waterproofing works. Among its main projects, the company has been working on Line 18 of the Grand Paris Express in France; the HS2 high-speed line in the United Kingdom; the Rama III–Dao Khanong bridge in Bangkok, Thailand; the My Thuan 2 bridge over the Mekong river in Vietnam (cable-stay systems); the Industrial bridge in Concepción, Chile (installation of seismic isolators); the Fort McHenry tunnel in Baltimore, United States (concrete repairs); and the Monterrey rapid transit system in Mexico (rehabilitation of viaduct piers).

Nuvia, which specialises in projects, services and products in highly regulated industrial environments, mainly in the nuclear sector, handles scheduled unit outages at EDF's nuclear plants in France and carries out radiation protection work on 12 nuclear sites in the United Kingdom. It won new contracts in the United Arab Emirates for the Barakah nuclear power plant (management of protective equipment waste), in Sweden for the training and provision of safety officers

for the Nynas AB refinery in Nynäshamn, and in Belgium for the construction of an automated waste identification line at the Doel nuclear power plant.

Sixense, which often works in collaboration with other VINCI Construction entities, experienced strong growth in demand for its engineering services (condition survey of existing structures, digital solutions and infrastructure monitoring), exemplified by the system it set up on the Pont de Pierre bridge in Bordeaux, France.



Construction of a viaduct for Grand Paris Express Line 18.



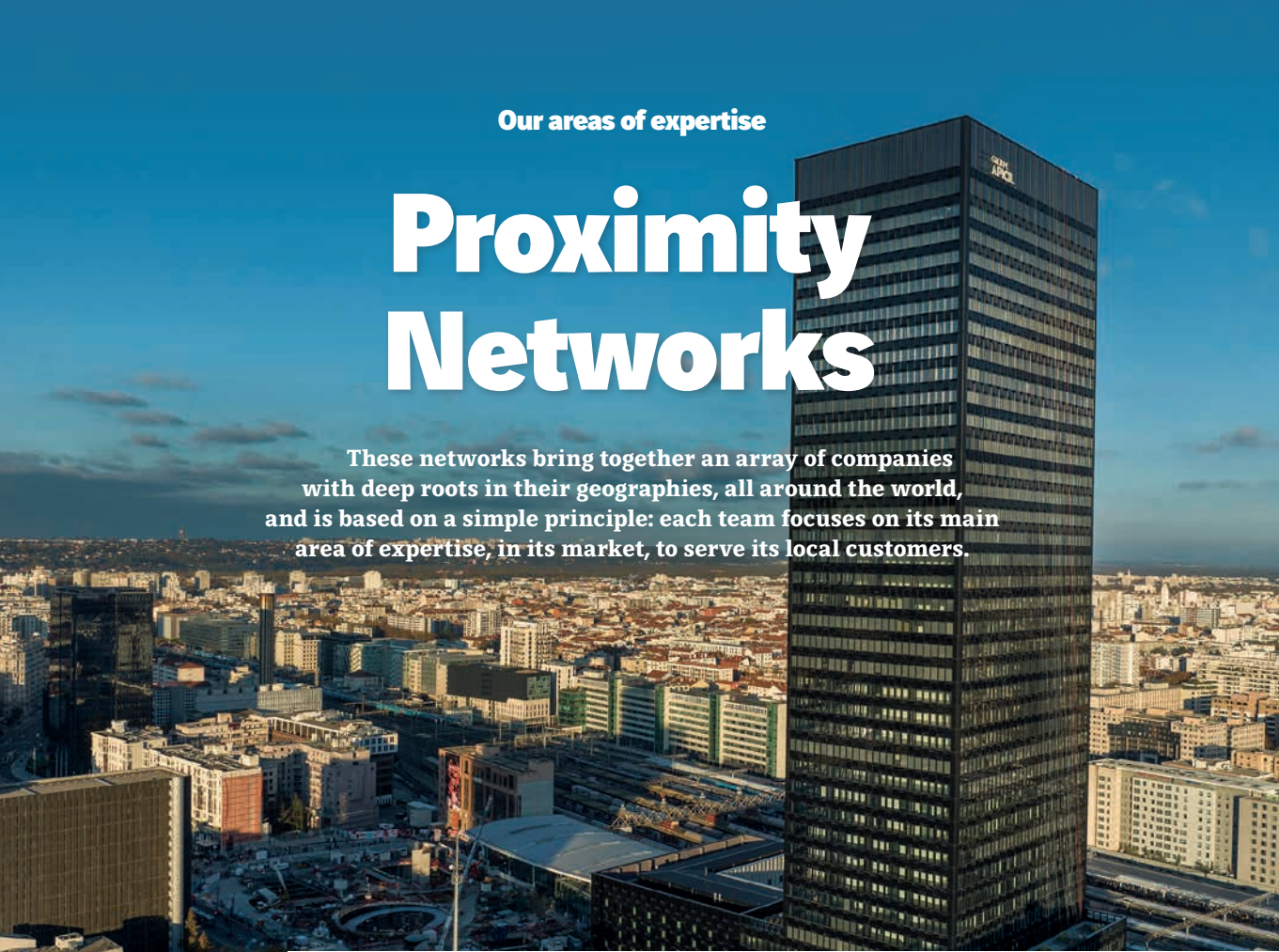
Extension of the Ang Mo Kio MRT station in Singapore.



Our areas of expertise

Proximity Networks

These networks bring together an array of companies with deep roots in their geographies, all around the world, and is based on a simple principle: each team focuses on its main area of expertise, in its market, to serve its local customers.



Building France

— A wide variety of projects

The examples below provide an overview of the broad range of operations that the Building France division's teams have tackled.

In business property, they handled construction of the Link high-rise in La Défense and the To-Lyon tower in Lyon, and renovation of L'Oréal's historic head office in Paris and the business complex on boulevard du Mercantour in Nice (Alpes-Maritimes).

VINCI Construction also builds industrial and logistics facilities: recent examples include a plant for Envision AESC, a Japanese company that will manufacture electric batteries for Renault, near Douai (Nord); a cogeneration unit

at the Solvay plant in Dombasle-sur-Meurthe (Meurthe-et-Moselle); logistics hubs for Lidl in Saint-Augustin (Pas-de-Calais) and Honguemare-Guenouville (Eure), and for Thales in Cholet (Maine-et-Loire).

Other prominent sectors include security and defence (for instance the police station in Nice and upgrade work at air base 115 in Orange, both in southern France), and hotels and luxury real estate (work at the Four Seasons George V in Paris; renovation and extension of the Carlton-Cannes in southern France; the voco® hotel in Beaune, Burgundy; the La Porte Bleue complex in Marseille).

↑ The To-Lyon tower, in the La Part-Dieu neighbourhood in Lyon.



↑ Paris Psychiatrie & Neurosciences university hospital, Sainte-Anne neuro ward, Paris.

— Projects relating to healthcare, education, culture and sport

Healthcare: a number of hospital projects for instance in Nantes (Loire-Atlantique) – the largest hospital construction project of its kind in Europe –, Rennes (Ille-et-Vilaine), Reims (Marne,

Lens (Pas-de-Calais), Caen (Calvados), Nîmes (Gard) and Montpellier (Hérault).

Education and research: conversion of the Télécom Paris site in the French capital, the Tangram training and innovation centre for CMA CGM in Marseille, the campus of the École Supérieure des Métiers Artistiques' film department in Bordeaux and the public library in Clermont-Ferrand (Puy-de-Dôme).

Culture: the future Maison LVMH/Arts-Talents-Patrimoine, in the Bois de Boulogne woods (western Paris); conversion of the former Louvre des Antiquaires building (also in the capital) into a venue for contemporary art; renovation of the Château de Villers-Cotterêts (Aisne), which will house the Cité Internationale de la Langue Française; and the Chartres exhibition centre (Eure-et-Loir).

Sport and leisure: the Athletes' Village – part of the Universeine project – in Saint-Denis in preparation for the Paris 2024 Olympic and Paralympic Games, the La Meinau stadium in Strasbourg, the UCPA Sport Station in Bordeaux and the LDLC Arena in the Greater Lyon area.

— Refurbishment operations and generational housing

Substantial growth in refurbishment activity, particularly in social housing, made up for the drop in new-build projects. VINCI Construction completed numerous overhauls throughout France, encompassing student residences (Maison d'Égypte and Maison de la Chine in Paris, and Patio Brazza in Bordeaux), retirement homes (Le Clos de l'Arsenal in Dijon, Burgundy, and an independent living facility in Eyzin-Pinet, Isère), co-living residences (Cité Internationale de la Recherche in Nanterre, Hauts-de-Seine, and Olympium in Villeneuve-d'Ascq,

Nord), and large-scale developments such as the Îlot Saint-Germain and Picpus complexes in Paris, the Jardins d'Abraxas in Noisy-le-Grand (Seine-Saint-Denis) and Les Jetées in Huningue (Haut-Rhin).



→ The Rehaskeen® solution was used to refurbish the École Nationale Vétérinaire in Toulouse.



Civil Engineering France

— Addressing the issues in society

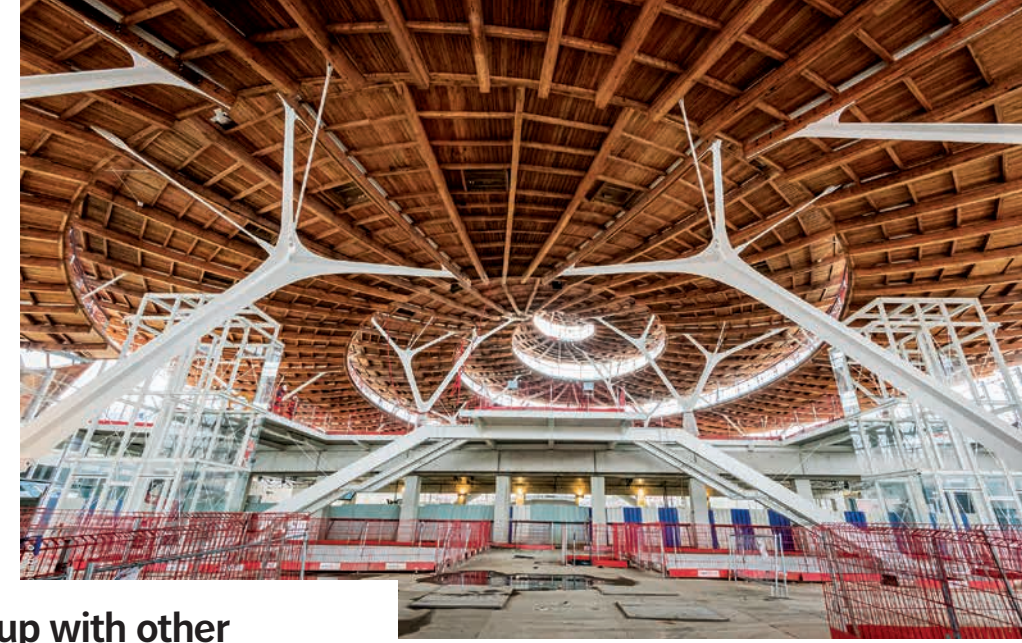
Many of VINCI Construction's civil engineering projects relate to transport infrastructure. Examples include ongoing work at Marseille-Provence airport and on the Anne-de-Bretagne bridge in Nantes, reinforcement of three viaducts on the A9 motorway and the Rhône canal bridge at Charmes-sur-Rhône (Ardèche), modernisation of the Matabiau station in Toulouse (Haute-Garonne), covering over the railway tracks in the Masséna-Chevaleret district of Paris, works associated with the Lyon Part-Dieu and Quimper (Brittany) multimodal transport hubs, and extension and renovation of buildings for Airbus

at Montoir-de-Bretagne (Loire-Atlantique) and Toulouse-Blagnac airports. It is also helping to advance the energy transition in various regions, for instance with the green energy production plant set up by Swiss Krono France on its industrial site in Sully-sur-Loire (Loiret); the Haliotis 2 wastewater treatment plant and upgrade of the energy-from-waste plant in Nice; the organic waste processing and recovery platform for the Gulf of Saint-Tropez (Var) federated municipalities, in cooperation with Networks France; and nuclear civil engineering work at several EDF power plants and at the Orano site in Pierrelatte (Drôme).

↑ The Charmes-sur-Rhône bridge in Ardèche, south-east France.

17

service structures between the Noisy-Champs and Créteil-L'Échat stations on the Grand Paris Express.



— Teaming up with other VINCI Construction divisions

Civil Engineering France subsidiaries, partnering with Major Projects companies, are working on the largest projects on the Euralpin Lyon-Turin and Grand Paris Express rail programmes. As part of the latter, they are overseeing the construction and fit-out of Noisy-Champs station, fit-out of

Châtillon-Montrouge station, as well as the building of 17 service structures between the Noisy-Champs and Créteil-L'Échat stations and ancillary structures on lines 15 South and 16. They also provided anchoring and foundation work, notably on hospital projects carried out by the Building France division.

↑ The Noisy-Champs station, at the intersection of metro lines 15 and 16 and RER Line A, is one of the landmarks of the Grand Paris Express.



— Revamping and modernising infrastructure

The division secured a number of major contracts for civil engineering work related to the improvement of the Austerlitz train station in Paris and the creation of a passenger hall, modernisation of the Calcia cement plant in Airvault (Deux-Sèvres), and its contribution, with VINCI Energies, to the construction of two electrical energy converter stations with a combined capacity of 2 GW on the Inelfe interconnection project between France and Spain.

← The Calcia cement plant in Airvault, west-central France.

Proximity Networks



↑ Resurfacing the A9 motorway.

Road France

— Projects covering all mobility options

The main operations undertaken during the year related to a variety of sectors:

- In roads and motorways, work on the A9, A10, A61, A62 and A63 intercity motorways, the A660 near Bordeaux and the M35 in Strasbourg;
- In urban transport infrastructure and active mobility, creation or extension of tramway lines in Marseille, Bordeaux and Greater Paris; development of new-generation bus routes in Bordeaux (all-electric express bus), Toulouse, Nancy and other cities; construction of cycling lanes and greenways in Angers (Maine-et-Loire) and Strasbourg, and of cycle route 52 in the Marne department (north-east France);

- In urban development work, redesign of the Porte Maillot area in Paris, and upgrade of roads and public spaces in urban areas in Pau (Pyrénées-Atlantiques), Nantes and Toulouse, as well as in central Dunkirk (Nord) and La Réole (Gironde);
- In the logistics, industrial and commercial platforms sector, the new assembly line for the Airbus A321neo in Toulouse, the future exhibition centre in Chartres, the DLI-Sud multimodal platform serving the Dunkirk seaport, and the logistics hubs for the SEB group in Bully-les-Mines (Pas-de-Calais) and for Colruyt in Choisey (Jura).



— Preparing for the Paris 2024 Games

The division's subsidiaries were involved in several projects in the build-up to the Paris 2024 Olympic and Paralympic Games: the Athletes' Village in Saint-Denis; the Marie-Curie sports complex in Nogent-sur-Oise (Oise), which was renovated and expanded to accommodate a dojo; the Olympium real estate complex in Villeneuve-d'Ascq (Nord), where the basketball and handball teams will be housed; redevelopment of the areas surrounding the Grand Palais museum, the Warsaw fountain in the Trocadero Gardens and the new Porte de La Chapelle (Adidas) Arena in the capital.

← The Olympium complex in Villeneuve-d'Ascq to house athletes.

— Equipping cities to cope with climate change

VINCI Construction's Road France companies took part in a growing number of climate adaptation projects (combating urban heat islands, rethinking or introducing parks and gardens, soil unsealing) for example with their new Revilo® integrated offering.

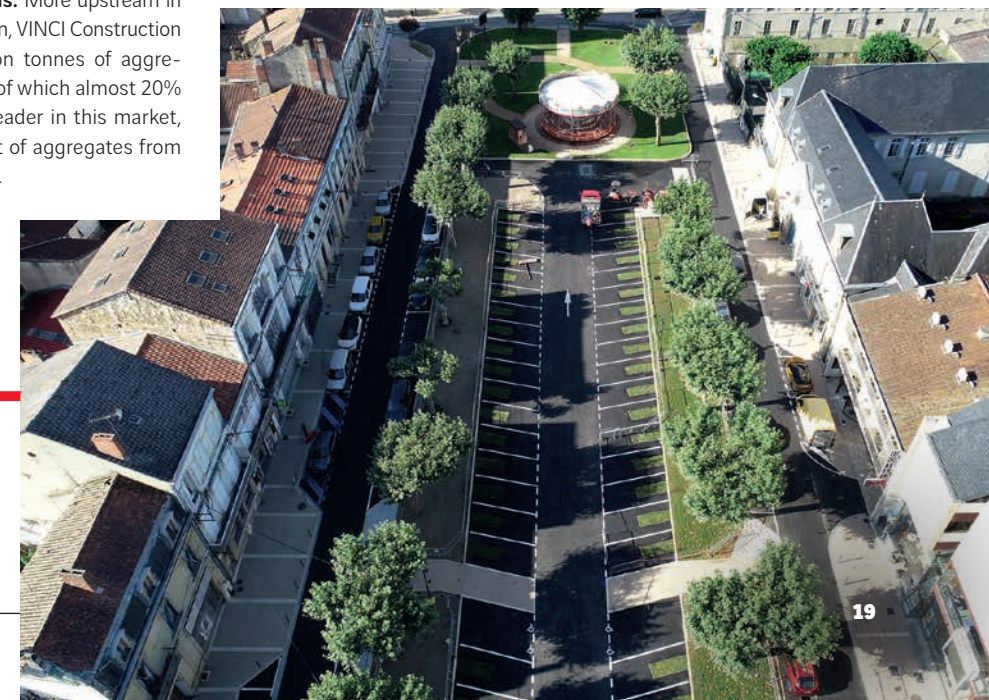
France's leader in materials. More upstream in the construction supply chain, VINCI Construction produces around 80 million tonnes of aggregates every year in France, of which almost 20% are recycled. As France's leader in this market, it aims to double its output of aggregates from recycled materials by 2030.

In 2023, VINCI Construction was also awarded the contract to recycle excavated materials from the French side of the Mont-Cenis base tunnel (Savoie), on the Euralpin Lyon-Turin rail link project, following on from the civil engineering work.

↓ The Revilo® solution in use on Place Gambetta in Bergerac in Dordogne.

8

responsible sourcing streams for Ogéo®, a new line of highly technical, low-carbon aggregates.





Proximity Networks

1,750 km

of tracks renewed in France under the extensive plan to modernise the country's railway network.

Networks France

Modernising rail, leading the way in the field

Business at rail works specialist subsidiary ETF was brisk in maintenance and modernisation of existing infrastructure, mainly for SNCF Réseau. In 2023, it fully replaced 81 km of track, at a pace of up to 400 metres in one night, using two high-output track renewal trains. ETF also carried out modernisation work on the Lannemezan-Tarbes line, in the Hautes-Pyrénées, and on a rail bypass at industrial sites in Donges, in the Loire-Atlantique region. Alongside other Networks units and VINCI Energies, ETF teams will also be fitting out future Line 15 West of the Grand Paris Express.

Terélian, which most often works in synergy with other VINCI Construction divisions, was active on a wide variety of jobs related to large-scale urban projects (Lyon Part-Dieu multimodal transit hub), roads (Mende bypass in Lozère) and railways (Mont-Blanc tramway in Auvergne-Rhône-Alpes, section C of the CDG-Express railway line that will connect Paris to Charles-de-Gaulle airport), as well as flood protection structures such as the approximately 10 million cu. metre embanked reservoir for temporary storage of water from the Seine river, and associated draining ditches, south-east of Paris.

↑ Renewing tracks on RER commuter train Line C, during the yearly Castor campaign.

— Preserving water resources

In 2023, VINCI Construction combined all of its water-related operations in metropolitan France in Sogea Environnement, which offers the full range of expertise required to design, build, upgrade and maintain facilities at every stage of the water cycle. Its operations included:

- a large number of local projects (maintenance, renovation and diversion of drinking water distribution and sewerage networks);
- construction or modernisation of major facilities such as the Pierre-Bénite water treatment plant in the Greater Lyon area, alongside the Civil Engineering France division, and the new drinking water production plant in Carbonne (Haute-Garonne).

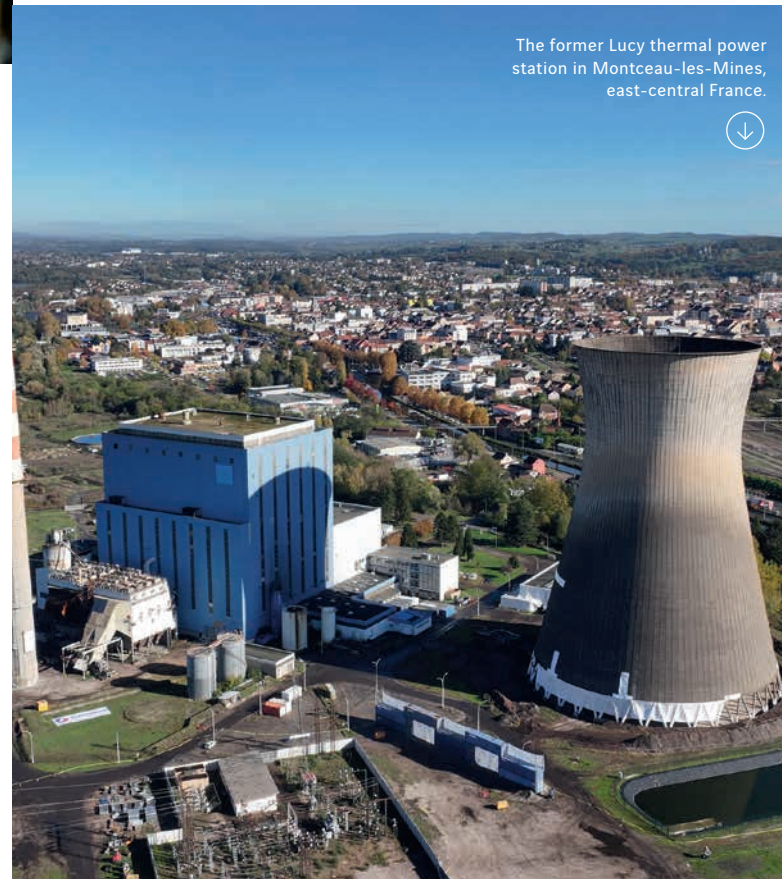
Maritime and river works, carried out by Océlian, included the rehabilitation of berths and wharfs in the ports of Bayonne (Pyrénées-Atlantiques)

and Montoir-de-Bretagne (Loire-Atlantique), and the Marineff project in Cherbourg, aimed at building marine infrastructure that will enhance the quality of coastal waters along the English Channel.



The Pierre-Bénite plant treats the Greater Lyon area's wastewater and rainwater. →

The former Lucy thermal power station in Montceau-les-Mines, east-central France. ↓



— Deconstruction for regeneration, equipment for safety

In addition to dismantling engineering structures and office and residential buildings (for example in the La Savine housing estate in Marseille), VINCI Construction carried out large-scale projects in the industrial sector, including deconstruction of the Lucy thermal power station in Montceau-les-Mines (Saône-et-Loire) and vehicle manufacturer Stellantis's former factory in Saint-Ouen-sur-Seine (Seine-Saint-Denis). Subsidiaries specialising in road furnishings and markings (which include horizontal markings, vertical signage and safety products) worked on a number of road infrastructure projects (A7, A480, Paris ring road) and airport infrastructure projects (Strasbourg-Entzheim, Annecy Mont-Blanc, Limoges-Bellegarde).

← Consolidating embankments at Roland-Garros airport on Reunion Island.

Overseas France

In the building sector, local subsidiaries were active in Martinique (Z'abricots Bay property development in Fort-de-France, extension of the Mangot Vulcin hospital complex in Le Lamentin), Guadeloupe (educational facilities), French Guiana (Larivot power plant for EDF) and New Caledonia (Cegelec head office). Civil engineering activities focused mainly on airport infrastructure – including consolidation of embankments at Roland-Garros airport on Reunion Island, upgrade of Aimé-Césaire airport in Martinique and runway repairs at Nouméa-La Tontouta airport in New Caledonia – and on the first bus rapid transit project in Mayotte.

Europe and Africa



↑ Museum of Modern Art in Warsaw, Poland.

Road infrastructure is VINCI Construction's main area of activity in **Germany**, where Eurovia completed the renovation of a section of the A4 motorway between Nossen and Wilsdruff (Saxony), and continued work in synergy with the Major Projects Division on the new B247 federal road for VINCI Highways. Other large projects included building of the new Tegeler bridge in Berlin, extending an electrical substation in Güstrow (Mecklenburg-Western Pomerania), modernising the central Altmarkt square in Dresden (Saxony) and renovating the

access roads to the Borussia Dortmund soccer team's home stadium (North Rhine-Westphalia). In the **Czech Republic**, the main road infrastructure projects were on the D4 motorway, for VINCI Highways (VINCI Concessions), and on motorway bypasses at Louny (D7) in North Bohemia and at Třinec (new link between the D48 motorway and the Slovak border). In Slovakia, teams worked on the Prešov bypass (R4 expressway), including a 2 km long tunnel. Civil engineering subsidiary SMP completed construction of a reservoir in the Hostivař district

of Prague – which has improved the Czech capital's protection against the risk of flooding – and won the contract to build a new hydroelectric power station near Prague (Klecany). Construction subsidiary Průmstav is building several residential developments in the Czech capital.

In building activities in **Poland**, Warbud was mainly involved in projects relating to the health sector (hospital buildings in Lublin, Szczecin, Poznań and Otwock) and public facilities (main district courthouses in Legionowo and Gdynia, water parks in Polkowice and Płock, Museum of Modern Art in Warsaw). Eurovia Polska completed the redevelopment of the Gliwice city centre and of a historic street in Bytom, and has deployed Power Road®, a pavement technology that produces thermal energy, on an access road to its new offices in Rzeszów.

Eurovia in **Lithuania** and TREV-2 in **Estonia** are working on the Rail Baltica project, which will initially link Estonia, Latvia and Lithuania, and ultimately connect the Baltic states' railway system to the rest of Europe.

In **Spain**, among other ongoing projects in the division, Probisa is managing 10 maintenance service contracts, covering 2,800 km of roads.

↓ Mohammed VI Polytechnic University in Rabat, Morocco.



↑ Work on the D4 motorway, the first being built under a public-private partnership in the Czech Republic.

In its long-standing roadworks business in **Africa**, Sogea-Satom was principally active in Côte d'Ivoire (Dabou road), Niger (RN7), Chad (Kelo-Pala and Goudji-Djermaya roads, road upgrade work in N'Djamena) and Equatorial Guinea (Acam-Oboroncuhu road). In Benin, the Route des Pêches project includes the construction of a 42 km road section and 25 hydraulic structures, as well as schools and access roads for the surrounding communities. In water works, business was brisk thanks to projects in Côte d'Ivoire (new drinking water plant at Aghien in Abidjan), Burundi (wastewater treatment plant in Bujumbura), Tanzania (drinking water plant in Mwanza) and Uganda, where Sogea-Satom is working with the Major Projects Division on the new drinking water supply system for the Mbarara district. Sogea-Satom is also very active in the construction market: it completed the renovation of the cathedral in N'Djamena, and continued working on large projects in Benin (Grand Nokoué agri-food hub in Abomey-Calavi) and Morocco (Mohammed VI Polytechnic University campus and conference centre in Rabat and campus in Ben Guerir, Le Phare du Carrousel residences in Rabat, Borj Attijari tower in Casablanca).

75,000 native trees

will be planted on the Route des Pêches project in Benin.

United Kingdom

In roadworks, **Eurovia**'s teams are working on several standing framework contracts with National Highways, Transport for London, and the counties of Surrey, Hertfordshire, Essex and Worcestershire, plus two new contracts awarded by the county of Buckinghamshire and the district of North Somerset. Maintenance subsidiary **Ringway** manages over 50,000 km of roads and motorways, and continues to invest in an all-electric fleet in order to reduce its carbon emissions from its routine operations. Civil engineering subsidiary **Taylor Woodrow** continued work on the major HS2 rail programme, in a consortium with Balfour Beatty and Systra, which is also involved in the construction of Old Oak Common station in London. Activity was also brisk in electricity and energy infrastructure: Taylor Woodrow for instance joined forces with Omexom (VINCI Energies)

to help modernise the national high-voltage electricity transmission network and its transition to renewable energies. The building business was buoyed by a number of hospital projects, such as the Paterson Cancer Research Centre at the Christie Hospital in Manchester. In the residential sector, **VINCI Building** is working on the New Victoria development in Manchester and has completed a student residence in Bristol for the University of the West of England, one of the largest Passivhaus-certified projects in the country. Lastly, the teams at **VINCI Facilities** work with the Ministry of Defence (maintaining some 60 sites in South East England) and industrial companies such as Shell and Mercedes-Benz. They have also secured new contracts with University College London (UCL), Transport for Wales and the British Red Cross.

The Recofoam® range of recycled aggregates enables efficient and environmentally friendly resurfacing operations.



Americas and Oceania

Renovation of Sainte Catherine street in Montréal (Québec), Canada.



The road and infrastructure businesses are expanding in North America

In the **United States**, VINCI Construction's local subsidiaries carried out road infrastructure construction and renovation projects in the 10 states on the East Coast and in the American South where they have bases. The teams for instance renovated the runways at Orlando International airport (Florida) and refurbished four bridges carrying the I-95 in the town of Pittsfield, Maine. In North Carolina, its subsidiary Blythe continued work on the widening of the I-485 over 29 km and, in collaboration with The Reinforced Earth Company (Specialty Networks), completed the extension of NC-540 on the outskirts of Raleigh, the state capital, to relieve traffic congestion.

To supply its various worksites, VINCI Construction relies on 43 asphalt plants and manages a network of quarries producing 1.2 million tonnes of aggregates a year.

In **Canada**, Eurovia acquired Recy-Béton, a company that specialises in reclaiming and recycling

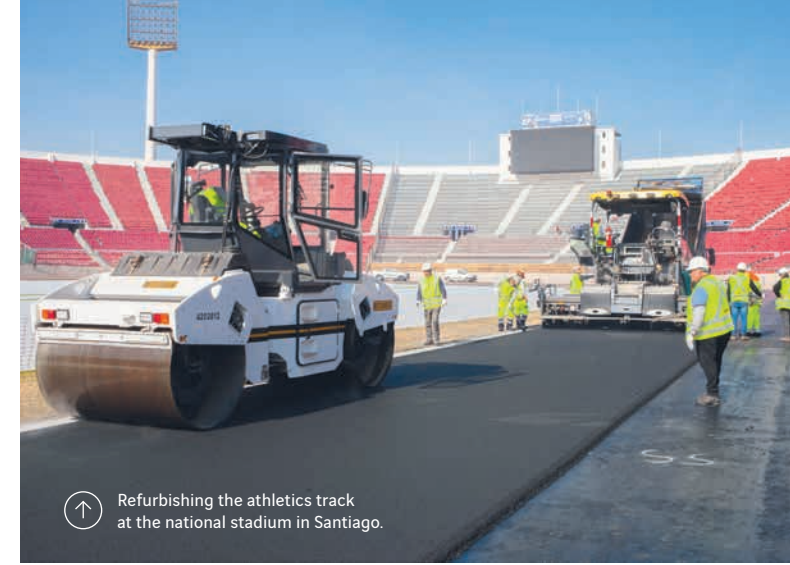
construction waste, and secured or continued several major projects, including repairs on 80 km of the Billy Diamond highway and the runways at La Tuque airport in Quebec, and renovation of Sainte Catherine street in downtown Montreal. In western Canada, VINCI Construction acquired HJR Asphalt LP, one of the leading roadworks companies in the province of Saskatchewan. In Alberta, subsidiary Carmacks completed the last section of the West Calgary Ring Road, with the Major Projects Division, 10 months ahead of schedule.

28%

Reduction in energy intensity at the Garnerasphalt plant, as certified by the US Environmental Protection Agency.

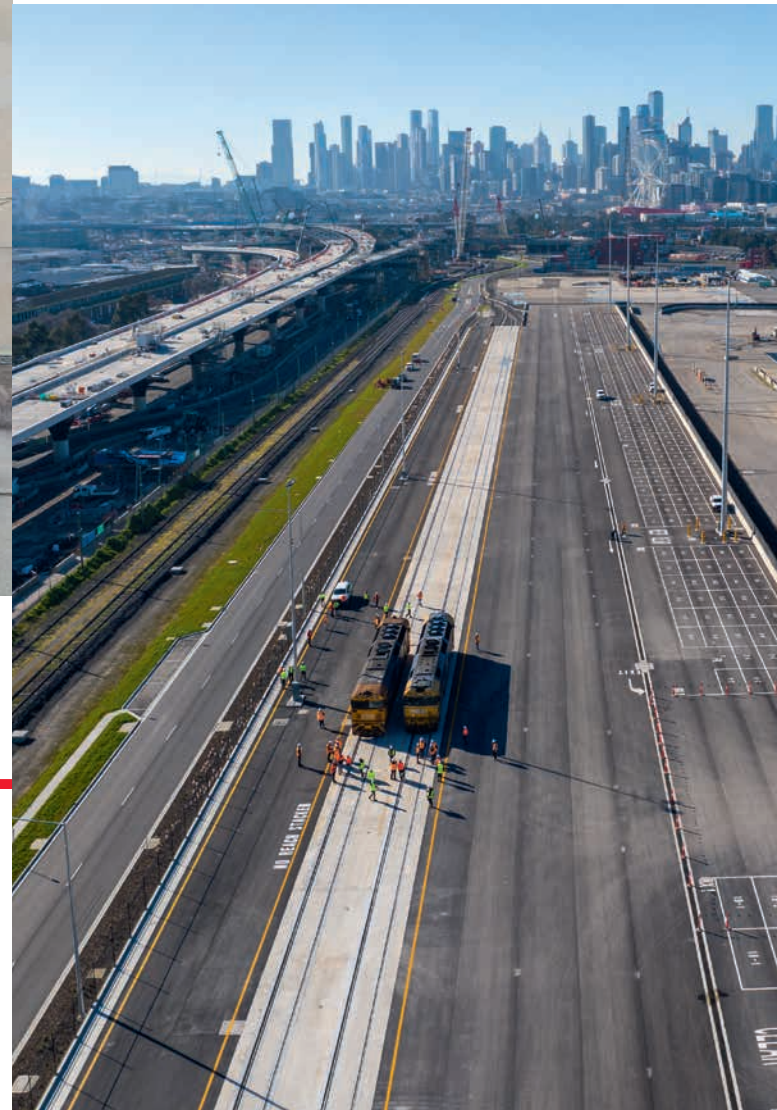
Several projects in Chile...

Business at Bitumix included road infrastructure (motorway maintenance in the Greater Santiago area, roadworks for mining companies), airport infrastructure (Chacalluta International in Arica) and sports infrastructure (refurbishment of the athletics track at the national stadium ahead of the 2023 Pan American Games in Santiago), as well as materials production and recycling.



Refurbishing the athletics track at the national stadium in Santiago.

The project to transform the rail terminal at the Port of Melbourne.



... Australia and New Zealand

In **Australia**, Seymour Whyte forged ahead on the major Sydney Gateway project (a new 5 km motorway section servicing Sydney airport) and completed work on the Bruce Highway section between Edmonton and Gordonvale. The subsidiary has been awarded new contracts for a motorway bypass around Heatherbrae, the Mulgoa Road upgrade and the Cressbrook Dam Safety improvement project. The company has also completed the transformation of the rail and road infrastructure at the Port of Melbourne, in order to increase ship-to-rail capacity while reducing heavy-vehicle traffic.

In **New Zealand**, the main road infrastructure projects undertaken by HEB Construction were Ō Mahurangi-Penlink in north Auckland, construction of 11.5 km of the new Te Ahu a Turanga-Manawatū Tararua Highway, and maintenance work in two Christchurch districts. The company was also involved in the major Ōpōtiki Harbour development project on North Island, which includes two 450-metre-long breakwaters, the longest in the country. In Wellington, it is building a new sewage sludge treatment plant. The project will implement a thermal hydrolysis process, the first of its kind in New Zealand, to produce electricity from the waste processed at the facility.

Our areas of expertise

Decarbonising concrete

for the future

This trend is growing stronger in all VINCI Construction divisions, in France as well as abroad – most notably in Poland, Latin America and Asia.

Over
50%

of the total volume of concrete used by VINCI Construction's Building France and Civil Engineering France divisions in 2023 had a smaller carbon footprint than conventional mixes.



Partnering up to simplify use of low-carbon concrete

With its precasting partner Macrete Ireland Ltd, RECo UK has started producing retaining wall panels that have a 60% smaller carbon footprint than equivalent ones made with conventional concrete, for a structure near Edinburgh.

↑ Exegy® supplies low-carbon concrete used in construction, for example in the Terre Armée® structural units pictured above.

The principles guiding our action

At VINCI Construction we value humility, team spirit, excellence, entrepreneurship and transparency. These attitudes guide each and every one of us in everything we do. They enable us to rise to our ambition, as a world player in construction, to forge a sustainable world.

Health and safety

P. 32

Environment

P. 33

Human rights

P. 34

Business ethics

P. 35

Working together for health and safety for all

↘ At VINCI Construction, health and safety are our priorities, every day, at all our jobsites and all our production sites. We are striving to reach our zero accident objective by acting with transparency, showing exemplarity and fostering dialogue. These are the foundations of our shared health and safety culture.

Safety at construction and operation sites

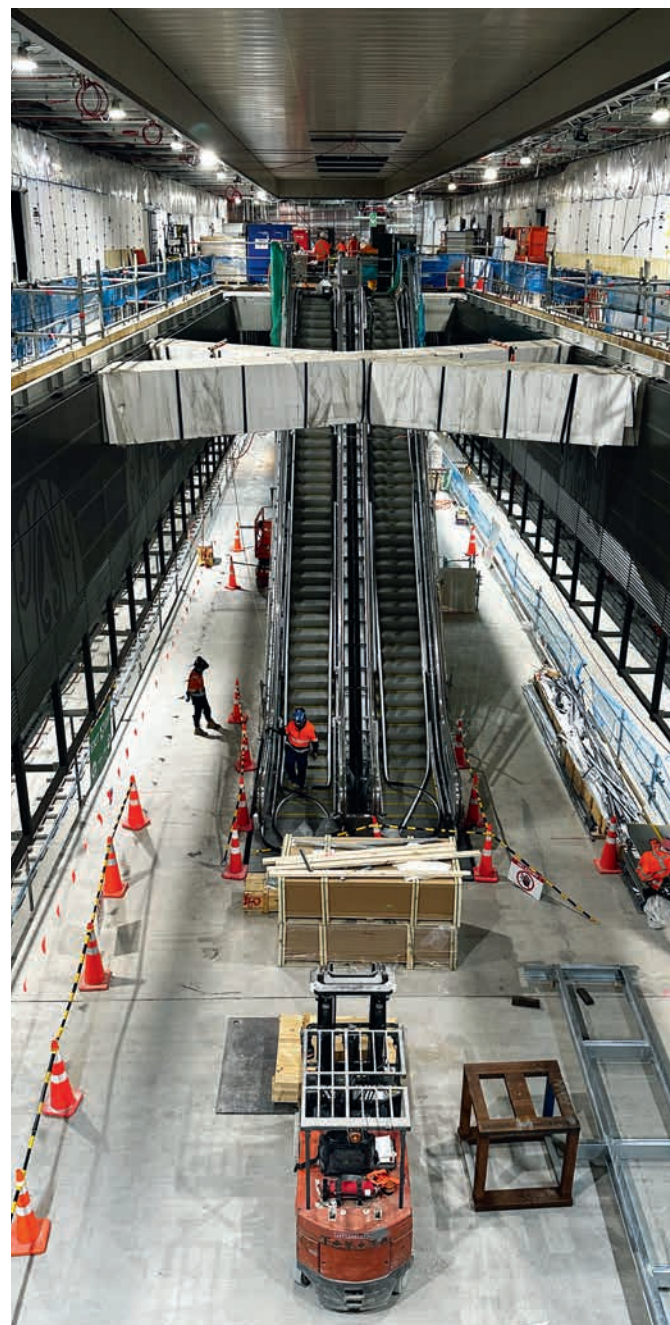
Our Safety Day(s) are an essential channel to share and spread our safety culture and the three pillars underlying it – transparency, exemplarity and dialogue. These days bring together all our employees as well as our partners and subcontractors, around workshops, conferences and experiences.

Workplace health

VINCI Construction signed the Cancer@Work charter on 7 April 2023, pledging to include people with cancer and keep them in jobs. It is the first building and civil engineering company to team up with this charity. Its goal, initially in France then progressively around the world, is to help people with chronic diseases to continue working, or return to work, while providing a welcoming and supportive environment. The initiatives also include providing suitable and thoughtful assistance for caregivers.

Committed to mental health

Aware of the importance of nurturing a caring work environment, numerous VINCI Construction entities around the world are actively defusing the stigma surrounding mental health with tools or organisations such as Holivia in France, Manbassadors in the United Kingdom and the "R U OK?" operation in Australia.



City Rail Link
in Auckland,
New Zealand. ↓

Electric vehicles
and equipment
in Alberta, Canada. →



Working together to protect the environment

↘ At VINCI Construction, we act for the climate, optimise resources thanks to the circular economy and preserve natural environments. Through the solutions we develop, we are reinventing the way we build to shrink our own environmental footprint. And we are reinventing what we build so that our customers can reduce their impact for the long term.

Act for the climate

Low-carbon concrete mixes in the Exegy® range offer up to 70% lower CO₂ emissions compared with traditional mix designs. They are now commonly used in buildings and infrastructure at VINCI Construction, which has committed to using 90% low-carbon concrete on its projects by 2030. It is also developing solutions with a reduced carbon footprint, such as timber construction (Arbonis), Rehaskeen® facades for large-scale thermal renovation of buildings, post-tensioned floor slabs (Freysinnet) or Terre Armée® structures which use reduced quantities of materials.

Optimise resources thanks to the circular economy

In 2023, VINCI Construction took its long-standing commitment to the circular economy one step beyond its Granulat+ materials recycling programme by launching Ogêo®, an innovative line of aggregates. These aggregates are formulated using primary resources (extracted from quarries) and secondary resources (materials from local deconstruction

and recycling operations), and are designed to guarantee top performance, whether in concrete mixes or when used in roadworks and urban projects. VINCI Construction is also rolling out advanced techniques for in-situ recycling of road surfaces, aimed at reusing up to 70% of old asphalt mix while halving the carbon footprint of road maintenance or renovation projects.

Preserve natural environments

While biodiversity protection measures are systematically implemented on worksites, preserving natural environments has become an area of expertise and an avenue for diversification in some of the business line's divisions. This is reflected in the development of ecological engineering services (including Equo Vivo®), particularly as regards hydromorphic restoration of waterways and of wetlands' functions. With a new offering launched in 2022 called Revilo®, VINCI Construction is deploying an integrated solution to cool down urban spaces, using plants, water, soil and pavement surfaces in combinations that reduce the effects of heat islands.

Working together to respect human rights

↘ At VINCI Construction, we support human rights everywhere we operate. Our responsibility extends from our employees to those of our partners and subcontractors as well as the local communities we serve. We encourage employees to get involved in social outreach and support operations that address the needs of local populations.

Bridges to Prosperity

Soletanche Freyssinet renewed its partnership with Bridges to Prosperity in 2023 after two highly successful missions in Rwanda in 2018 and Uganda in 2019. In October, as a result, 11 volunteers spent two weeks in Rwanda building a foot-bridge to improve connections between several villages.

Supporting citizen initiatives

The VINCI Canada Fund was created thanks to donations from VINCI Group companies in the country. It provides support, in the form of funding and sponsorships, for charities and non-profits working in the field of social and professional integration. It encourages two types of initiatives:

- those that fight against all forms of exclusion, in an effort to give everyone a place, a role and dignity in society;
- those engaged in professional integration, as well as training and qualifications for people in situations of exclusion.

Helping those in need

In the wake of the powerful earthquake that hit western Morocco on the night of 8 September 2023, VINCI Construction's companies operating in the country – Freyssinet, Sixense, Solsif, Terre Armée, Cosina, Dumez Maroc and Sogea Maroc – and the teams at the Abdelmoumen PSP provided emergency relief then assisted in reconstruction efforts. They provided practical support for victims, helped to increase hospital capacity, built shelters and toilets, donated blood and supplies, reinforced alleys and buildings, built and fitted out classrooms, and donated 3 million dirhams to the earthquake fund.

Bridges to Prosperity project in Rwanda. ↓



Working together to uphold business ethics

↑ A short film about the issues associated with fighting corruption, produced for BU managers.

↘ In keeping with the attitudes that guide us in everything we do, all employees must remain vigilant and ensure they, the people around them and the people they supervise properly apply the code of conduct.

The tone from the top

VINCI Construction executives have taken a training course to ensure they all share the same values and that the projects they supervise are handled in full compliance with VINCI's *Code of Ethics and Conduct* and all other related rules in the Group.

Training for all employees

In addition to the *VINCI Anti-Corruption Code of Conduct*, an e-learning module on fighting corruption has reached 22,000 VINCI Construction employees around the world, principally through the business line's onboarding process, which includes this module along with others on the GDPR and conflicts of interest. This online course is complemented with tailored in-person training.

Equipping cities to cope with climate change

All employees can use the whistleblowing channel to spontaneously report any professional practices they consider questionable. The in-house mechanisms are designed to uphold the company's values, ensure employees can share concerns without fear of reprisal, and provide a transparent and confidential process to deal with these issues. In 2023, a film was produced to raise awareness among business unit managers, for International Anti-Corruption Day.

Build Better
Together

vinci-construction.com

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