2025 ESSENTIALS

Building **the future,** innovating **together**

VINCI CONSTRUCTION

117,000+

employees

Revenue

€31.8 billion

4.1%

operating income from ordinary activities

1,300

business units

70,000+

projects

Average contract value

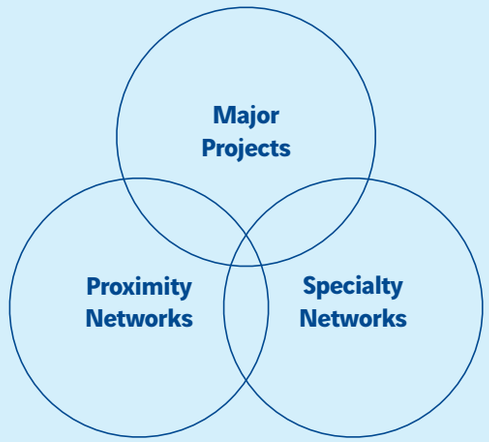
€450,000

The Link in Paris-La Défense, France.

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.



Patrick Sulliot

President of VINCI Construction

Business volume remained high and we saw a further improvement in our Ebit margin in 2024. This confirms the resilience of our business model, which stems from our broad geographical coverage, diverse skill sets and strong management system.
Our organisational structure based on three complementary pillars – Major Projects, Specialty Networks and Proximity Networks – gives us extensive market coverage, facilitates cross-business synergies and gives our 1,300 business units the autonomy they require.
Our network of local companies, which boast strong local roots and account for nearly three-quarters of our total business, generates a steady inflow of small and medium-sized projects, while also enabling us to win larger contracts, which generally involve other companies within VINCI Construction.

“Infrastructure associated with low-carbon mobility, renewable energy production, the water cycle, climate resilience and environmental protection accounts for a growing proportion of our projects.”

A growing number of our projects are linked to the energy and environmental transition. Infrastructure associated with low-carbon mobility, renewable energy production and transport, the water cycle and climate resilience accounts for a significant proportion of our civil engineering projects.
In the building sector, we are carrying out a growing number of refurbishment projects in which energy renovation goes hand in hand with adapting workplaces, homes and community facilities to contemporary uses.
To address these challenges, we are speeding up the transformation of our trades by developing specific solutions relating to urban heat islands, the production of highly technical recycled aggregates and ecological engineering projects, for example.

“We are developing new expertise, products and services to advance the energy and environmental transition.”

Our business units are also working on adapting their design and production methods to reduce the environmental footprint of their projects. In 2024, more than 60% of the concrete we used on our sites in France was low-carbon (Exegy® solutions). We are thus on the road to meeting our goal of 90% low-carbon concrete worldwide by 2030.

The good momentum in order intake – particularly in the United Kingdom, Oceania and North America, and at specialist subsidiaries – is keeping our order book at a high level. This will enable us to confidently pursue our selective approach.
Despite the more uncertain near-term economic and geopolitical environment, we will continue to draw on our broad spectrum of expertise, geographical diversification and decentralised organisation to keep our business model resilient and further improve our operational performance.
In the medium and long term, we will continue to benefit from major industry trends, which are already visible in the type of projects currently under way.
Global climate change mitigation and adaptation targets call for significant upgrades in the infrastructure that sustains power grids, water management, low-carbon transport, as well as climate resilience.
In our building activities, efforts to reduce energy consumption and carbon emissions, combined with urban development and changes in the way we live and work, are expected to give rise to a growing volume of new projects – particularly refurbishing projects.
In this regard, we are developing new expertise, products and services to provide workable and sustainable solutions to advance the energy and environmental transition, while pushing ahead with efforts to reduce our direct footprint.

EXECUTIVE COMMITTEE

Patrick Sulliot
President

Stéphane Abry
Managing Director, Americas and Oceania

Robert Bello
Chief Operating Officer, Road France and Networks France, Proximity Networks

Philippe Chavent
Managing Director, Networks France

Ludovic Demierre
Human Resources Director

Hugues Fourmentraux
Chief Operating Officer, Building France and Civil Engineering France, Proximity Networks

Gilles Godard
Chief Digital Transformation Officer

Patrick Kadri
Managing Director, Major Projects

Thierry Mirville
Chief Financial Officer

Sébastien Morant
Managing Director, Europe and Africa

Laurent Nauche
Managing Director, Civil Engineering France

Manuel Peltier
Managing Director, Specialty Networks

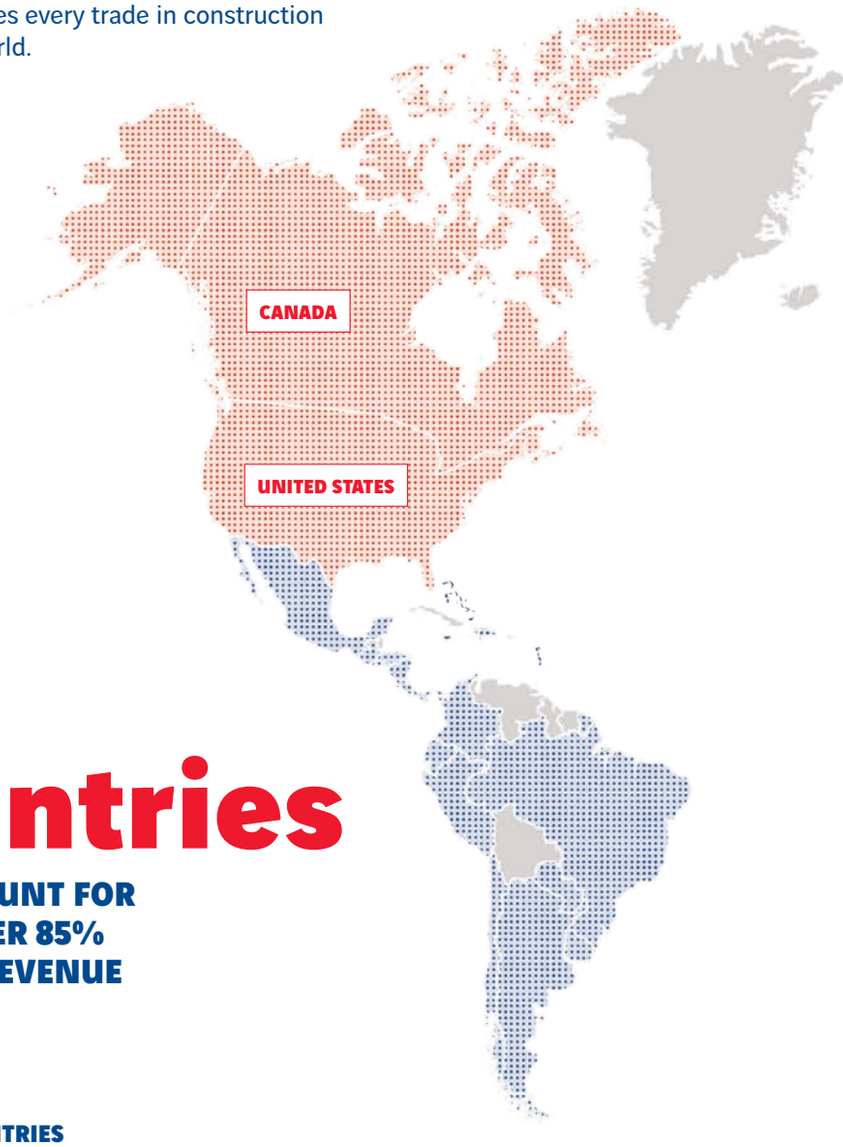
Scott Wardrop
Managing Director, United Kingdom

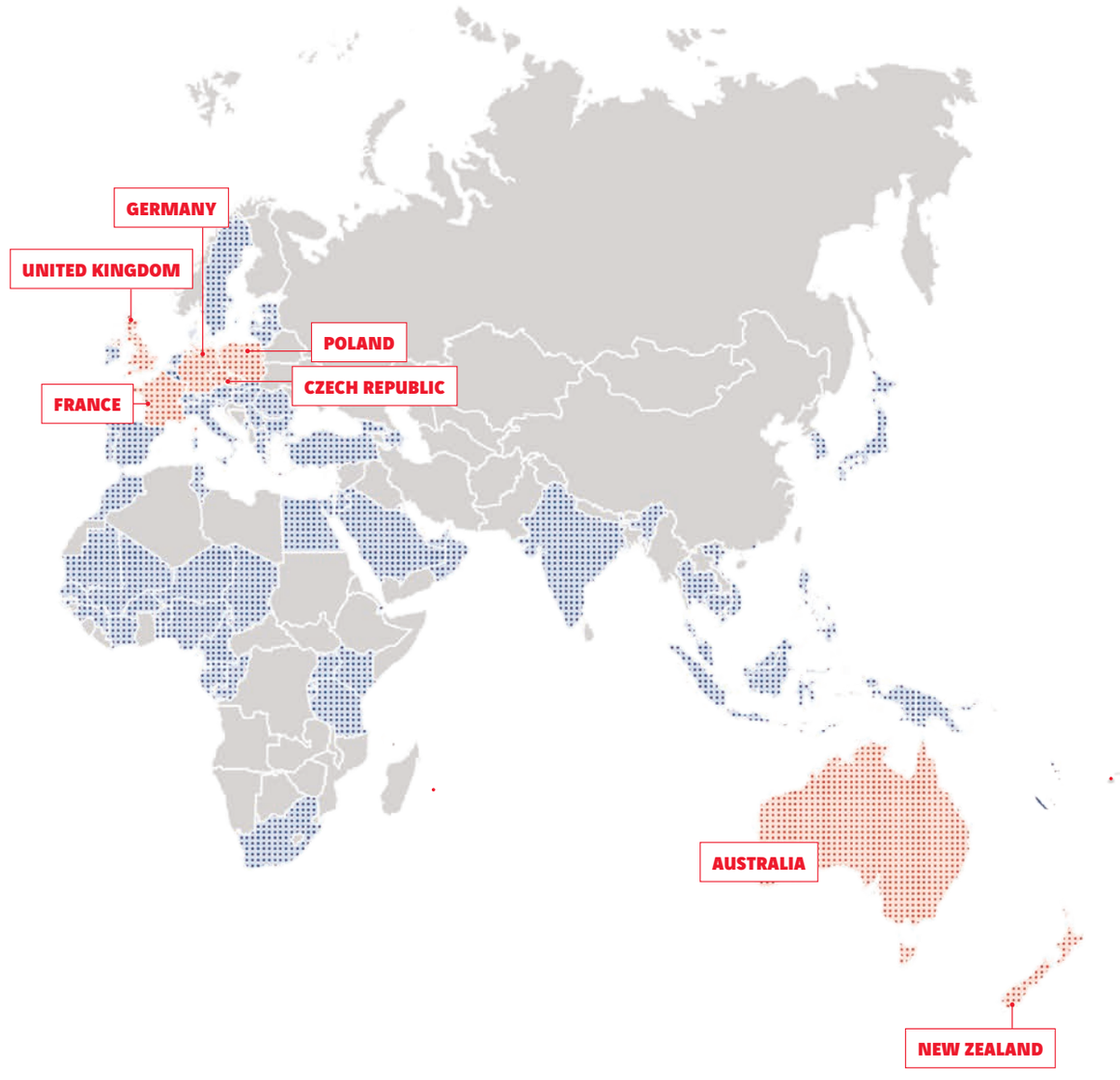
More than 100 countries

1,300+
BUSINESS UNITS

5
CONTINENTS

VINCI Construction's array of expertise is unparalleled in the industry, encompasses every trade in construction and reaches around the world.





9 countries

ACCOUNT FOR OVER 85% OF REVENUE

- 9 KEY COUNTRIES
- OTHER HOST COUNTRIES

Innovation to bring back nature

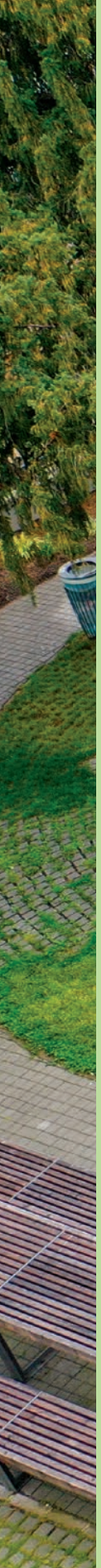
Ecological engineering, which has grown into a fully-fledged field of expertise at VINCI Construction, plays a vital role in preparing and adapting land and water ecosystems to the challenges arising from climate change.

VINCI Construction helps to restore damaged ecosystems on a regular basis, and its role is all the more vital as biodiversity erosion, soil sealing and poor water system management can entail health and food-related risks as well as myriad other social and economic concerns.

VINCI Construction is blazing new trails by building new expert skills as much as fine-tuning and applying new processes and materials.

The levers for **cities and regions to adapt** to the effects of climate change include choosing the right materials for buildings and roads, unsealing soil and greening built-up areas to cool heat islands. Permeable pavements (which can sponge up and store water) and lighter-coloured surfacings (which deflect heat rather than accumulating it) are two of the most promising options – alongside vegetation, as plant evapotranspiration significantly reduces the surrounding air temperature.

Place du Jard, Reims, France.



VINCI Construction is for example offsetting the rising impact of heat islands with Revilo®. This new integrated solution – which won the top 2024 VINCI Environment Award – combines VINCI Construction's expertise in greenery, water, soil and surfacing management to equip urban areas to take on the challenges of climate change. Other processes, notably including road and pavement unsealing, are also helping to avoid overheating: they enable rainwater to seep into the soil and thereby foster plant growth, which plays a pivotal role in **lowering temperatures in cities.** VINCI Construction's R&D teams are harnessing all their know-how on unsealing techniques to develop innovative permeable surfacings that address the new issues customers are facing.

Designing buildings using a **bioclimatic approach** increases their energy efficiency, environmental performance and user comfort. This approach, in other words, provides an optimal response to climate-related challenges: it reduces buildings' environmental impacts at a lower cost will increasing their resilience to climate variation. Using suitable materials, rooftop gardens and geothermal heating and air-conditioning systems substantially diminishes a structure's energy consumption.

Other solutions involve **restoring ecological continuity,** revitalising wetlands and rewilding human-altered areas. Ecological engineering, which has grown into a field of expertise in its own right at VINCI Construction, plays a vital role in preparing and adapting land and water ecosystems to face the challenges arising from climate change. Equo Vivo, VINCI Construction's flagship ecological engineering brand, is working on a growing range of watercourse-remeandering, nature-restoration and ecological-continuity projects (bringing back sedimentary processes, fish populations, etc.).

VINCI Construction opened an eco-demonstrator, Agrinature, near Paris in 2024 to shine a light on these issues and showcase the array of ecological engineering solutions it is using on its projects (ponds, hedges, hibernation habitats, conservation agriculture, green grazing, orchards, observation stations, wetlands, drylands, etc.). Agrinature also aims to heighten awareness of **the issues revolving around biodiversity among customers,** partners, employees, environmental activists and anyone else who is interested in nature.

MAJOR PROJECTS

89
217-METRE-LONG ELEMENTS FORM THE TUNNEL

DENMARK / GERMANY

THE WORLD'S LONGEST IMMERSED TUNNEL

The Fehmarnbelt Fixed Link, between the Danish and German costs, is an 18 km technical and environmental tour de force. The world's longest immersed tunnel will **speed up travel and trade in Northern Europe.** In October 2024, the Femern Link Contractors consortium (led by VINCI Construction) cleared a key milestone with the casting and transfer to an immersion basin of the first of the tunnel's 10 special elements.
These special elements, each weighing 24,000 tonnes, will house the technical equipment and a parking area. They will be interspersed along the tunnel at 1.75 km intervals, and custom-designed gantries will be used to float them to their site then sink them into position. This colossal structure, made up of 89 elements each 217 metres long, faced our teams with unprecedented organisational and technical challenges.

MOROCCO

THE ABDELMOUMEN PSP SUPPORTS EXPANSION OF GREEN ENERGY

VINCI Construction built the Abdelmoumen pumped storage hydroelectric plant, 70 km from Agadir, to **back up Morocco's grid during peak demand periods.**
The plant stores surplus renewable energy from solar arrays and wind farms. It combines two 1.3 million cu. metre reservoirs (one 550 metres lower than the other) and a 3 km waterway between them. Water pumped to the upper reservoir when demand is low is released when demand is high, and flows downhill through two 350 MW pump-turbine units for up to five hours at a time. The system is flexible enough to switch between pumping and turbine mode as needed, enabling this large-scale energy-storage solution to support the energy transition.
The project – which involved moving a total of 5 million cu. metres of earth, pouring some 140,000 cu. metres of concrete, building 23 km of access roads and tackling considerable technical challenges – employed 1,600 people during the busiest phase, including some 1,000 from the area. In addition to supporting the expansion of green energy, it included a variety of social and environmental initiatives aimed at fostering development in the surrounding region (for instance reforestation and upgrading local infrastructure).

UNITED STATES

A RECORD-BREAKING PROJECT IN VIRGINIA

The Hampton Roads Bridge-Tunnel (HRBT) is an outstanding example of our ability to handle large-scale projects that facilitate mobility while addressing environmental concerns. This ambitious project – the biggest ever awarded in Virginia – involves building two 2.4 km long tunnels under the sea, using a large-diameter (13.56-metre) variable-density boring machine. The tunnels are the largest VINCI Construction has carried out to date. The project also involves widening 14.5 km of existing roads and building sea viaducts, while keeping this thoroughfare open for the **more than 100,000 vehicles that use it each day.** Tackling the technical challenges, which include excavating clay soil beneath Chesapeake Bay, requires a combination of state-of-the-art solutions and sharp expertise.
When the new roads open to traffic in 2027, they will ease congestion on this corridor and improve connections across the region.

14 km
OF TUNNELS, 5 STATIONS, 17 SERVICE STRUCTURES

GREATER PARIS AREA

INTERCONNECTED MOBILITY

A consortium encompassing VINCI Construction and VINCI Energies is building the southern section of Grand Paris Express Line 15 West, linking Pont de Sèvres to La Défense. This landmark project involves designing and building 14 km of tunnels, 5 stations (Saint-Cloud, Rueil–Suresnes Mont-Valérien, Nanterre-La Boule, Nanterre-La Folie and La Défense), 17 service structures and tail tracks. The consortium, Intencités15, is mostly using low-carbon and very-low-carbon concrete on this project with a view to reducing its carbon footprint. When it starts up at the end of 2031, this section will provide **a sustainable mobility option and reinforce connections in the Greater Paris area.**
The line, which is part of the largest urban transport programme under way in Europe today, will link densely populated areas in the western crescent around Paris to the city's train, metro and tram lines. VINCI's business units on this project are also working with the Chantiers et Territoires Solidaires endowment fund on initiatives around access to employment and community-building in the areas alongside the new line.

SPECIALTY NETWORKS

BAHAMAS

MARITIME INFRASTRUCTURE EXPERTS

Soletanche Bachy

Carnival Cruise Line entrusted a consortium encompassing Soletanche Bachy Colombia, Soletanche Bachy International Grands Projets and a local partner with building infrastructure on the island of Grand Bahama.
The consortium will be constructing a jetty and two quais, partly on shoals, meaning that it cannot use waterborne construction equipment. Instead, it is using **SolJetty®, a high-efficiency, fuel-saving process.** This project is drawing on Soletanche Bachy's full range of maritime works expertise, available through the ForSHORE® brand.

AUSTRALIA

A BRIDGE WITH A 21 METRE ARCH

Reinforced Earth

In Australia, Reinforced Earth's teams designed a concrete arch for the South32 Quindanning mine. The arch spans an impressive 21 metres (and the bridge 36.8 metres), was built using the TechSpan® precast concrete arch solution, and is the biggest in the southern hemisphere. It was set up in just two days and will carry trucks to and from the mine over **Pinjarra–Williams road without disrupting the busy traffic on it.**

UNITED STATES

CONTROLLED MODULUS COLUMNS TO FEND OFF FLOODING

Menard

In the wake of Hurricane Sandy in 2012, the United States government started rolling out an extensive programme called Rebuild by Design (RBD).
On this programme, Menard USA's teams have been tasked with setting up Controlled Modulus Columns (CMCs) in conjunction with a retaining wall along the Hudson River, to **protect residents from possible flooding in the future.**

FRANCE

STABILISING A BRIDGE

Freyssinet

Paris City Council entrusted Freyssinet France's and Chantiers Modernes Construction's teams with a time-critical job: stabilising the Pont de Sully bridge after a barge on the Seine struck its 10th and 11th arches in January 2024. The works involved fitting two temporary metal beams to hold up the bridge then rebuilding the damaged arches with a shotcrete prosthesis. **They had to tackle this technical challenge before the Paris 2024 Olympic and Paralympic Games Opening Ceremony – and made it in time!**

CANADA

INSTRUMENTATION AND MONITORING ON THE ONTARIO LINE SOUTH PROJECT

Sixense

In Canada, Sixense was appointed to provide instrumentation and monitoring services during construction of the Ontario Line South, in Toronto. Construction of the 6.7 km section includes building 6 km of tunnel, six underground stations and one ground-level station. The Ontario Line, which will span 15.6 km in total, will be fully automatic and carry some **400,000 passengers a day** when it starts up in 2031.

SWEDEN

DISMANTLING UNITS 1 AND 2 AT RINGHALS NUCLEAR POWER PLANT

Nuvia

Swedish energy company Vattenfall has awarded Nuvia a contract to dismantle two units at its Ringhals plant. Nuvia's teams will **remove, inspect and sort more than 35,000 tonnes of materials** currently inside the reactor buildings. The works will be carried out from 2025 to 2031 and involve up to 400 people.
In 2022, Nuvia had already won the contract (lot 5) to dismantle the large elements of the primary circuit of one of the plant's two reactors. Work is proceeding on schedule: most notably, diamond cable cutting operations on the primary pumps, using a machine especially designed and qualified by Nuvia, began last October.

35,000
TONNES OF MATERIALS DISMANTLED BY NUVIA'S TEAMS

AI to power transformation

Artificial intelligence is transforming working methods with pioneering solutions to enhance worksite efficiency, security and quality.

AI is becoming an essential tool. The goal with the variety of solutions being assessed or already in use at VINCI Construction is to optimise business processes in areas ranging from responding to calls for tenders to predictive maintenance and on to on-site production operations.

VINCI Construction's IT teams have for instance developed a solution that saves valuable time by **pre-screening calls for tenders.** It extracts the project's main features and estimates the associated costs based on past bids. Another application streamlines **technical brief drafting,** freeing up time for designers and engineers. In other fields, **multidomain chatbots** are simplifying knowledge-sharing and boosting teamwork with algorithms that answer questions based on all the available literature on a given topic.

Also to optimise business processes, VINCI Construction's legal teams are developing tools to **identify any irregular clauses in contracts** and provisions that may entail risks during the execution phase. AI technologies can also comb through public documents to identify potential construction projects. In Compliance departments, **generating documents for upcoming inspections and tests**, using large language models, simplifies planning and ensures conformity.

Other departments are testing AI to **optimise operation design,** factoring costs, timeframes and carbon footprints into the equation.

AI is already playing a crucial role in **predictive maintenance** and infrastructure safety with solutions that identify failures before symptoms appear and optimise repair work. Other tools enhance worksite safety by supervising high-risk situations in real time. Yet others gather all the relevant data pertaining to machinery and analyse its condition using Global Navigation Satellite System (GNSS) receivers and AI-generated algorithms.

AI also predicts a variety of other events. For example, it can be used to **carry out road inspections** (automatically detecting cracks on the surface) and generate digital worksite plans (which provide a 360-degree view to optimise worksite management, enhance traceability, archive inspection reports and simplify progress tracking).

AI, in other words, is transforming working methods by enhancing efficiency, safety and quality at our worksites. These technological breakthroughs will likely redefine performance and productivity standards over the coming years.

Proximity Networks
BUILDING FRANCE

BORDEAUX

SILVA TOWER

The Silva tower, part of the landmark **Bordeaux-Euratlantique urban development programme,** is now weatherproof. The façades were completed in 2024 and the teams from GTM Bâtiment Aquitaine – working with Arbonis, Steeleom, Navarra TS and Botte Fondations – are pressing ahead with construction. They are optimising the use of each type of material: the base and passageways are made of concrete, 3,800 sq. metres of flooring are CLT (cross-laminated timber) and the post-and-beam structures are glue-laminated timber. Another feature on this project aiming for E+C– (Energy 3, Carbon 2) certification is the off-site production of 4,900 sq. metres of timber-frame façades with built-in aluminium joinery and outer cladding.
This 56-metre-high, 17-storey tower will accommodate 125 residential units, and redefine European standards for sustainable architecture.

3,800 sqm
OF CLT FLOORING

NANTERRE

CITÉ INTERNATIONALE DE LA RECHERCHE

Revamping existing structures rather than building new ones is one of the key options for the construction industry to tackle the environmental crisis. In Nanterre, VINCI Construction is turning 23,000 sq. metres of office space into a **residence for students, researchers and young professionals, including shared facilities and a business incubator,** set to open in September 2025. This is the city's first large co-living development – and Adim Paris Île-de-France's first office-to-residential conversion project and first partnership with GTM Bâtiment, which is working with Structures Geotechnics. The works are eco-friendly in a variety of ways: they involve enhancing the building's energy performance, fitting a biomass-fired boiler, reusing materials, keeping most of the existing concrete structure, unsealing soil, planting trees and greening rooftops.

BREBIÈRES AND LAMBRES-LEZ-DOUAI

ENVISION AESC'S BATTERY PLANT

Construction of this gigafactory to **manufacture batteries for electric vehicles** continued throughout 2024. The works, carried out by a consortium led by Sogea Caroni, are in the final stages and the goal is to start up the first production line in summer 2025.
VINCI Construction is pooling a wide range of trades on this large project: Sogea Nord-Ouest, GTM Normandie Centre and GTM Hallé are contributing to the general-contractor works, Arbonis is supplying the glue-laminated timber structure, and EJL Grands Travaux Denain-Aulnoye-Cambrai and Eurovia Mazingarbe handled the earthworks, roadworks and utilities. In addition, Botte Fondations built the special foundations, including piles for the electrode production area, and Menard installed ground-reinforcement Controlled Modulus Columns (CMCs).

NANTES

NEW FACILITIES AT THE CITY'S UNIVERSITY HOSPITAL

France's public health service is weathering an unprecedented crisis, and hospitals are aware that they need to **modernise and expand healthcare provision.** VINCI Construction is supporting the sector's transformation throughout the country with highly technical, functional and sustainable solutions on projects. In Nantes, for example, Sogea Atlantique BTP is working on two of the four units – 7 of the 13 buildings – at Nantes university hospital, alongside Sogea Nord-Ouest, CMAA, Arbonis, Steeleom, Botte Fondations and Eurovia's BU in Nantes, as well as VINCI Energies. Practically all the concrete on this project is low-carbon or very-low-carbon.
At the end of 2024, they had completed the primary structures of some of the buildings and secondary works had started in others.

300
FLIGHTS OF STAIRS MADE WITH VERY-LOW-CARBON CONCRETE, DEVELOPED IN PARTNERSHIP WITH PRECASTING SPECIALIST SORIBA, USING EXEGY® L+C3, A FORMULA COMBINING CALCAREOUS FILLER AND METAKAOLIN – A PROMISING ALTERNATIVE TO BLAST FURNACE SLAG

CIVIL ENGINEERING FRANCE

22,000 sqm
OF FLOOR SPACE BUILT

MARIGNANE

CŒUR D'AÉROPORT PROJECT

A consortium comprising GTM Sud (lead), Travaux du Midi and Martifer Metallic Constructions overhauled Terminal 1 at Marseille-Provence airport. The project, designed by architects Foster + Partners, involved constructing a building with 22,000 sq. metres of floor space, revamping halls A and B in the existing terminal, and fitting a new baggage sorting system meeting European standards. The choice of eco-friendly materials – low-carbon concrete, recycled steel, French spruce, Burgundy stone, etc. – contributed to earning the terminal **NF HQE™** *Bâtiment Durable Très Performant* **(high-performance sustainable building)** certification. Handover began in June 2024 when the terminal reopened, and was completed at the end of the year. The consortium enlisted a variety of production and engineering skills from other building and civil engineering teams, including Botte Fondations, and other VINCI Construction subsidiaries specialised in roads and utilities.

NANTES

ANNE DE BRETAGNE BRIDGE

The Anne de Bretagne bridge's metamorphosis is one of the most striking projects under way in Nantes today. GTM Ouest is leading the design-build consortium, which includes Dodin Campenon Bernard, Eurovia Nantes, Botte Fondations and Freyssinet. They set up the worksite facilities in the Jardin des Berges in December 2024 and have started building the **new structure that will be attached to the existing bridge and triple its width** to accommodate a cycling path, tram line, promenade and timber belvedere.
The main piece of equipment to start building the work platform to the south – a 45-metre-high, 130-tonne-capacity lattice crane – was delivered in early 2025.
The next stages involve constructing the piles, pier caps and abutments, then lastly laying the deck.

PARIS

A ROAD TUNNEL, PIT LATHE AND ULTRASONIC TEST BENCH

The French Rail maintenance centre in south-east Paris will soon include a road tunnel and a facility for axle wear inspections and wheel reprofiling operations for trains on the future TGV M high-speed line. Chantiers Modernes Construction, working with Botte Fondations and EJL Vitry-sur-Seine, excavated a 60-metre-long tunnel, completing concreting in December 2024. **The goal is to simplify site operations and enable non-rail access.** Meanwhile, in July the subsidiary started building a facility to house a pit lathe and ultrasonic test bench. ETF and the other contractors carried out practically all the jobs on this project in a confined space and alongside active train lines, using work trains and precasting a large number of elements off-site.

3 km
OF CONVENTIONAL TUNNEL AND 10 KM OF GALLERIES

MAURIENNE VALLEY

LYON–TURIN EURALPIN TUNNEL

Campenon Bernard Centre-Est, in a consortium led by VINCI Construction Grands Projets alongside Dodin Campenon Bernard, is working on the Lyon–Turin rail link, excavating 25 km of tunnel with three boring machines and 21 km of tunnel using conventional methods, between Saint-Martin-la-Porte and Modane in Savoie, south-east France. Campenon Bernard Centre-Est, Eurovia Chambéry, Terélian and other contractors built a precasting plant, which started up in April 2024 and will supply the tunnel-boring machines with 11,000 rings. The subsidiary set up 22 aggregate silos in two storage areas (6,600 and 7,200 cu. metres of capacity) to continuously feed two concrete mixing plants via conveyor belts. It is also raise-boring four ventilation shafts, digging 3 km of tunnel using conventional methods and building 10 km of galleries. Meanwhile, Eurovia Chambéry, Carrières du Bassin Rhônalpin and Terélian are recycling the excavated material from the French side of the Mont-Cenis base tunnel. **When it opens to traffic, the rail line will reduce the number of heavy vehicles on roads each year by about 1,000,000.**

ROAD FRANCE

NANTES

NEW-GENERATION ASPHALT PLANTS

In November 2024, Nantes Enrobés and Chammes Enrobés *(photo opposite)* became the first VINCI Construction asphalt plants to achieve the highest certification level in its Excellence Environnement Industries internal assessment system. Its best-performing plants undergo stringent internal audits based on a grid listing the requirements for each level, and all plants are expected to earn four or five stars. These two plants in the Pays de la Loire region consume considerably less energy for every tonne of asphalt they produce than the French industry average, and their performance levels are significantly higher. In 2024, respectively **32.6% and 28% of the aggregate they used in their formulas was recycled** (the French average in 2023 was 23.7%) and 74% and 58% of the asphalt they produced was warm-mix, which emits less CO_2 than the more common hot-mix variant (the French average in 2022 was 24%).

MONTPELLIER

RESURFACING THE A709 MOTORWAY AT VENDARGUES AND SAINT-JEAN-DE-VÉDAS

From September to December 2024, Eurovia Grands Travaux's crews in Juvignac resurfaced 20 km of the A709 near Montpellier for VINCI Autoroutes. They replaced the wearing and binder courses to strengthen the infrastructure and, most importantly, to **ease traffic flows, shorten journey times and enhance user safety and comfort.**
In accordance with VINCI Autoroutes' environmental policy and VINCI Construction's circularity aims, 40% of the asphalt planings were recycled, limiting the use of natural resources. Some 120 people carried out the works entirely by night.

LE HAVRE

HIGHER RESILIENCE, LOWER TEMPERATURES

VINCI Construction continues rolling out Revilo®, its integrated range of solutions to cool down urban areas and counteract the growing effect of heat islands.
Its four-pronged approach – combining vegetation, rainwater, soil and surfacing management – uses expertise from across the Road France division to enhance climate-readiness in cities. One Revilo® project in 2024 involved **redeveloping a thoroughfare used by some 50,000 vehicles a day at the entrance to Le Havre.** Eurovia Le Havre and Sogea Environnement carried out the third and last phase of the earthworks, civil engineering, roadworks and utility rerouting. A square, access ramp and greenway were created, 580 trees were planted, and rainwater is now collected, filtered in basins and distributed via an artificial river to irrigate landscaped areas.

13,200
INTEGRATION HOURS FOR THE LONG-TERM UNEMPLOYED

MARSEILLE

OUTFITTING TRAM LINE T3

Eurovia Marseille is carrying out more than half of the works on the southern section of tram line T3, which will initially connect Place Castellane to La Gaye then reach La Rouvière. The extension operation – about **14 km of new infrastructure** in all – will unfold in two phases: the first is already under way and the new line is set to open to traffic in 2025, and the second will be completed in 2029.
Infrastructure works between Place du Général Ferrié and La Gaye (works package 3), currently nearing completion, include dry and wet utilities, surfacing and paving (roads, kerbs, pavements, deactivated concrete, road signs and floor markings), setting up frames for overhead contact lines, and supplying and installing street furniture.

NETWORKS FRANCE

BÉNESSE-MAREMNE

GRIOUAT WASTEWATER TREATMENT PLANT

Sogea Environnement completed its upgrade and extension works at the Griouat wastewater treatment plant in Bénesse-Maremne at the end of 2024. The goal for this project was to increase the plant's capacity in step with the growing requirements in the four communities it serves: Bénesse-Maremne, Capbreton, Angresse and Hossegor. Even though the plant complied with all applicable regulation, it had to deal with occasional overloads, issues with treated water infiltration and demographic growth. The works involved building a new 500 cu. metre buffer tank, a 3,200 cu. metre aeration tank, a 300 sq. metre clarifier and a dewatering unit. These upgrades have **tripled the plant's population-equivalent capacity, increasing it from 7,500 to 20,000, and covering its requirements for the next 10 years.**

VILLARD-SAINT-SAUVEUR

ECOLOGICAL AND MORPHOLOGICAL RESTORATION OF THE TACON RIVER

Océlian's Equo Vivo teams restored the Tacon river's ecosystem and course in the Haut-Jura regional natural park in September and October 2024.
They used nature-based solutions to **limit water pressure on the surrounding area while streamlining flows.**
The measures to enhance the ecosystem's resilience while stabilising the river's banks included laying logs, boulders and riprap, adding stakes, and planting willow saplings and vegetation patches. These plant-based engineering systems have already proven capable of withstanding the first floods of the season.
Earthworks were carried out on one of the river's branches to dissipate hydraulic energy and thus regulate riverbed erosion.
Lastly, this project combined biodiversity conservation with circularity: all the wood and other offcuts (branches remaining on the ground after clearing, etc.) were reused to channel water flows and create a variety of habitats.

BESANÇON – LE LOCLE COL-DES-ROCHES

LIGNE DES HORLOGERS RAILROAD

Renovation works on the rail line between Besançon in eastern France and La Chaux-de-Fonds in western Switzerland have **improved safety and efficiency**. The line was inaugurated on 14 November 2024, two weeks after train services resumed. La Champenoise de Voies Ferrées, the lead contractor, carried out the works alongside several ETF BUs and Vermot TP. In addition to renovating 22.5 km of track, they maintained and upgraded the structures along the line (platforms and switches) and outfitted Besançon-Mouillère station to make it accessible for people with reduced mobility.

PARIS

DESIGNATED LANES ON PARIS'S RING ROAD AND RIVERFRONT

VINCI Construction pooled its expertise in sign production, supply and installation to set up designated lanes for official, accredited and high-priority vehicles in the build-up to the **Olympic and Paralympic Games in summer 2024.**
SVMS and Signature were involved in outfitting the ring road around Paris and the Quai de Bercy riverfront road with innovative signposting and safety systems.
They installed a total of 96 static signs and 102 variable-message signs, and applied 200 logos, on left-hand lanes.
The sign bases were precast with low-carbon concrete, and the variable-message signs used Full Colour Full Matrix technology, which makes for optimal readability and longer service life, and consumes very little power.

398
SIGNS SET UP

OVERSEAS FRANCE

FRENCH GUIANA

EDF'S BIOENERGY POWER STATION IN LARIVOT: ADVANCING THE ENERGY TRANSITION IN FRENCH GUIANA

A consortium including VINCI Construction Grands Projets (lead), Dodin Campenon Bernard and VINCI Construction Outre-Mer (Nofrayane and Sogea Guyane), teaming up with Bachy Balineau Antilles Guyane, is designing and building this turnkey power station. It will run on liquid biomass (a renewable fuel), have capacity to generate 120 MW and replace the ageing existing facilities. The plant is one step in **French Guiana's ecological transition** and sized to meet the growing population's increasing energy requirements.

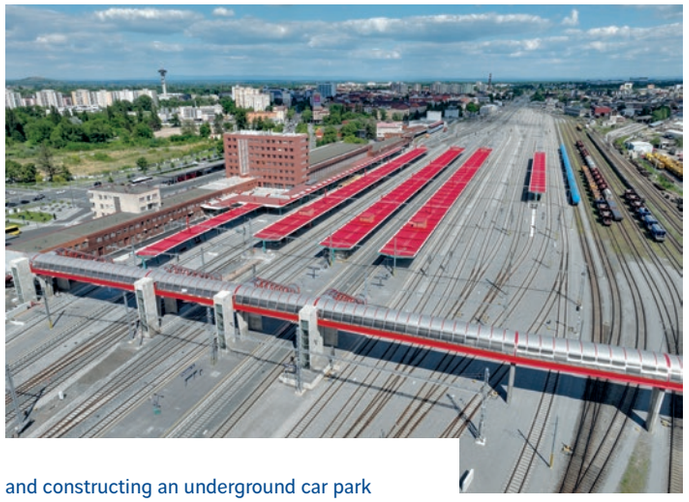
This project was the first to be awarded in-house environmental certification by VINCI Construction Outre-Mer.

120 MW
THE NEW STATION'S PRODUCTION CAPACITY

EUROPE AFRICA

CZECH REPUBLIC

MODERNISATION OF THE PARDUBICE RAIL JUNCTION



The upgrade of the Pardubice rail junction, carried out by Eurovia CZ and GJW Praha, two VINCI Construction subsidiaries, has **improved passenger safety, capacity and comfort.**
A new footbridge has increased safety, the tracks have been renovated, and a new central platform and extended underground passageways provide more convenient access.
The works also involved modernising seven bridges, the signalling and communication systems, the overhead lines and the electrical infrastructure, as well as building two technical facilities, overhauling a service structure, and adding lifts and escalators. A survey was conducted before works began to detect any potentially hazardous remnants of the thousands of bombs dropped on the city during World War II air raids.
Two other contracts on this project involve building a 140-metre-long central platform and covered access ramps at the Pardubice Centre stop (which have been completed), and revamping the interior of the passenger building and constructing an underground car park (under way).
At the end of 2024, a consortium led by Eurovia CZ began modernising the rail hub at Česka Třebova, Central Europe's largest freight station (overhauling tracks and upgrading to the European Train Control System). Supplies will reach the site by rail in order to reduce road traffic and CO_2 emissions, and works are scheduled for completion in 2032.

50,000
VISITORS DURING THE OPENING WEEKEND

POLAND

WARSAW'S MUSEUM OF MODERN ART OPENS TO THE PUBLIC

Warsaw's new Museum of Modern Art, built by Warbud and inaugurated in 2024, attracted some 50,000 visitors during its opening weekend. The landmark six-level building spans almost 20,000 sq. metres in total and sits on 131 concrete piles, partially above a metro Line 1 tunnel. Its striking white architecture dovetails with the engineering feat.
The bright white structural columns and beams are not the only eye-catching feature: the one-of-a-kind monolithic façade is made with a concrete mix engineered and manufactured by Warbud – which is unlike any other used in Poland to date. The windows in deliberately asymmetrical patterns let daylight into the building and brighten up the outer structure, but also frame the views of central Warsaw. And the double-flight staircase has become an attraction in its own right. The area surrounding the museum is designed as a **cultural agora** and a bridge between the city's main square and Świętokrzyski park.

GERMANY

REDEVELOPING KÖNIGSPLATZ TO TACKLE THE URBAN MOBILITY CHALLENGE

Eurovia has been laying new tram tracks, replacing twelve switches, undergrounding cables, and carrying out sewerage works, roadworks and earthworks since August 2022 on this programme that will reshape Berlin's public transport system.
This project is in **one of the most complex tram line crossroads in Europe,** and involves interlinked switches, limited space in a high-traffic area and other significant challenges.

MOROCCO

HYDRO-AGRICULTURAL DEVELOPMENT OF THE SAÏSS PLAIN

Sogea Maroc is working on this project to irrigate 30,000 hectares of land. The consortium is carrying out the works for the country's Ministry of Agriculture, Maritime Fisheries, Rural Development, Water and Forests, and the monumental project will benefit some 7,000 farms.

It will radically transform the Fès-Meknès region, which aims to better integrate its rural population and improve farmers' living conditions in tangible ways. The overarching goal is to ensure **farming remains viable over the long term in the Saïss plain,** one of Morocco's main agricultural areas.

7,000
FARMS WILL BENEFIT FROM THIS PROJECT

UNITED KINGDOM

SURREY

THE GRIPFIBRE™ COLD-APPLICATION SOLUTION

Eurovia has a number of specialist contracting and production BUs in the UK. EST, a highway surface treatment specialist, uses an advanced cold-technology micro-surfacing machine. The purpose-designed vehicle, built on an adapted Volvo Tridem chassis and powered by Schaffer technology, meets Eurovia's cutting-edge specs to enhance efficiency. The associated investment mirrors Eurovia's commitment to advance cold technology in the highway sector. And its commitment to its teams, as awareness that they are operating the best machinery and technology available on the market fosters team spirit and steps up performance. GripFibre™, a cold-application micro-surfacing solution using synthetic fibres and polymer-modified bitumen emulsion *(shown here on a road in Surrey, southern England)*, was developed by EST in collaboration with Jean Lefebvre specifically for high-quality thin-surface product application.

MANCHESTER

THE PATERSON BUILDING AT THE CHRISTIE NHS FOUNDATION TRUST

VINCI Building operates in six regions across England and Wales. The Integrated Health Partnership, a joint venture it set up more than two decades ago, is the National Health Service's leading contractor. VINCI Building recently completed the Paterson building at the Christie NHS Foundation Trust in Manchester. The Trust is part of the Manchester Cancer Research Centre (a partnership between Christie Hospital, Cancer Research UK and the University of Manchester), one of the top cancer research centres in the world. VINCI Building and its supply chain partners BDP Architects, Arup and Imtech built a fabulous, state-of-the-art facility spanning 25,000 sq. metres and standing 10 storeys high, which now houses world-class, game-changing cancer research. It is home to the largest concentration of specialists in Europe (300 scientists and 400 clinicians and operational staff) practising "team science" to design clinical trials covering every step in the patient pathway from preventing to living with and beyond cancer.

200
TONNES OF CO_2 AVOIDED

GREATER LONDON

ECOPARK

Taylor Woodrow, Eurovia's civil engineering contractor in the UK, specialises in national and regional railway, motorway, port and energy infrastructure projects.
It recently worked on EcoPark South, a trailblazing waste recycling facility (including EcoPark House, a visitor and training centre) under a contract with the North London Waste Authority's waste management hub in one of the most deprived inner-city areas of the country.
Taylor Woodrow and its suppliers created a stunning, one-of-a-kind, off-grid building that has cut operation CO_2 emissions by 200 tonnes and running costs by £117,000 a year.
It underwent a zero-carbon energy assessment to secure BREEAM Excellent rating (the highest in the UK) and has won a series of construction-sector awards for its pioneering design and use of environmentally friendly materials and systems.

LONDON

ZERO EMISSIONS

Ringway, a contractor that operates and maintains highway infrastructure, manages 44,000 km of roads and motorways. On its 25-year Hounslow Highways contract in West London, Ringway now operates a 26-tonne Volvo FE Electric 6x2 rigid, the first of its kind in the highway sector in the UK (for example featuring a multipurpose tipper grab body and low-entry cab). The truck was designed to Ringway's specifications (including bus-style doors and an array of cameras to give drivers maximum visibility) and is fully compliant with London's five-star Direct Vision Standard (DVS) requirements. It operates seven days a week and covers more than 30,000 km of road in this built-up London borough every year. It has replaced a diesel-powered vehicle, improving Ringway's sustainability track record overnight and showcasing its commitment to supporting Hounslow by harnessing innovation to reduce its carbon impact.

SOUTH-EAST ENGLAND

RAF BRIZE NORTON STATION

VINCI Facilities' team works with the Defence Infrastructure Organisation (part of the Ministry of Defence) in South East England, supporting the country's forces by making sure personnel lives in, works in, trains in and deploys nationally and internationally from the best facilities possible.
VINCI Facilities' team works alongside military stakeholders and supply chain partners to maintain and deliver living and working environments at all the military facilities in the southeast of the country. Our teams help to ensure that frontline commands – Army, Air Force, Joint Forces and Critical infrastructure – are permanently mission-ready at RAF Brize Norton (shown) and about 60 other sites.
Using advanced digital technologies and a market-leading Integrated Workplace Management system, the VINCI Facilities team delivers innovative and efficient asset management services to the military's built estate.

AMERICAS OCEANIA

WESTERN CANADA

REPAIRING AND CLIMATE-PROOFING THE TRANS-CANADA HIGHWAY

The Falls Creek project in British Columbia – part of the province's Highway Reinstatement Program following the flooding in November 2021, and its first infrastructure project carried out under an Alliance contract – was successfully completed in September 2024. Coquitlam Ridge Constructors, BA Blacktop and Carmacks, three VINCI Construction subsidiaries, prepared the works programme to reopen this section of the Trans-Canada Highway with their client, British Columbia's Ministry of Transportation and Infrastructure. They introduced a variety of pioneering techniques on this project, including precast girder diaphragms and full-depth deck panels. They also built the three-lane bridge offline then slid it into place – which won Coquitlam Ridge Constructors an **Award of Excellence for Bridges and Structures from the province.** The highway has reopened to First Nations and other local traffic, will be more resilient to future weather events, and now includes protected wildlife crossings.

EASTERN CANADA

IMPROVING MOBILITY FOR COMMUNITIES IN NORTHERN QUEBEC

Eurovia and its local subsidiaries have finished **revamping an 80 km stretch** of the legendary Billy Diamond Highway. Upgrading the road between the towns of Matagami and Radisson entailed crushing about 250,000 tonnes of stone, replacing 50 culverts (over 1,650 metres of pipe), resurfacing the road (approximately 158,000 tonnes of asphalt mix) and rebuilding guardrails. The works were carried out in a secluded area, at six stations at a time, and involved setting up temporary housing for up to 150 crewmembers.

80 km
OF THE LEGENDARY BILLY DIAMOND HIGHWAY REBUILT

AUSTRALIA

A GIGANTIC INFRASTRUCTURE PROJECT IN SYDNEY

Some 4,300 people worked on the Sydney Gateway, a **new motorway servicing the city's main airport,** which was handed over in 2024. The contract was awarded in 2020 to a 50-50 joint venture between Seymour Whyte and John Holland, which enlisted Freyssinet's expertise in bridges. They built more than 5 km of road, 19 new bridge structures and over 3 km of new pedestrian and cycling paths, upgraded a 1 km stretch along the nearby Alexandra Canal, created two new rest areas, and installed an Aboriginal art display along the full length of the motorway.

NEW ZEALAND

A MASSIVE IMPROVEMENT FOR WHANGAPARĀOA RESIDENTS

The Ō Mahurangi-Penlink road project, north of Auckland, is in full swing. The Alliance contract, partnering up HEB Construction, Fulton Hogan, Aurecon, Tonkin + Taylor and the client, New Zealand Transport Agency Waka Kotahi, involves building a **major connection in the area, which will significantly improve safety and traffic** for Whangaparāoa residents. HEB Construction handled one million cu. metres of earth-moving and ground-improvement works to build a 7 km two-lane dual carriageway, underpasses and six bridges – including New Zealand's first extradosed bridge, spanning 530 metres over the Wēiti river. The project also involved building cross culverts, retaining walls and shared user paths. A large number of native animal species were rehomed, and a regreening operation with local plant species along the corridor is under way.

UNITED STATES

IMPROVING ACCESS TO CATAWBA NATION LAND

Blythe Construction completed the Rivercrest Road project in Rock Hill, South Carolina, in early 2025, to **improve transport and support the region's future growth.** The works included road infrastructure, rainwater drainage and an over 40-metre-long single-span concrete girder bridge over Sturgis Creek. The two-lane bridge, built using a unique geosynthetically-reinforced, ground-integrated system, now provides access to some 120 hectares of Catawba Indian Nation land.

CHILE

AN URBAN REGENERATION PROJECT NORTH-EAST OF SANTIAGO

The urban regeneration project in Lo Barnechea, a municipality north-east of the capital, aims to preserve local heritage while creating public areas to improve quality of life for its residents – notably the elderly. Bitumix worked for a year on this project, which involved renovating more than 13,000 sq. metres of roads, 10,000 sq. metres of pavements and 4,700 sq. metres of green spaces. Setting up 135 new lampposts, relandscaping the area and adding a variety of street furniture – benches, chess tables, seats, bicycle stands, flower boxes and planters – while enhancing accessibility has upgraded and **embellished the local infrastructure and given the neighbourhood a fresh new look.**

Fast-changing work environments

Robots are improving productivity and quality, taking over repetitive tasks as well as easing physical strain for workers.

Our worksites and production plants are live environments where people, machinery and materials interact. And these ecosystems are changing fast: they involve a constantly growing spectrum of expertise, profiles and skill sets, some jobs are being handled by robots or otherwise being automated, and they are incorporating new construction methods and materials all the time.

Robots at our construction sites and plants are improving productivity and quality, taking over repetitive tasks as well as easing physical strain for workers. They are handling heavy loads and carrying out strenuous and tedious tasks as well as jobs that can entail health hazards for workers. **And they are becoming increasingly self-reliant and multi-tasking.** So they are shaping up to become highly productive tools – and to redesign production methods.

The sanding robot that Building France is now using is one example: sanding entails a considerable risk of musculoskeletal disorders so automating it – in this case with a mobile base, robotic arm and sanding head – saves time, relieves strain and reduces worker exposure.

Robots are also more precise than builders. A plotter robot, also designed by Building France teams, produces more accurate floor markings faster and economically – all of which are big upsides at worksites! This mobile robot with a plotting head, guided by an AutoCAD plan on a tablet, operates self-reliantly. Tests have shown that it replicates design plans with an average margin of error of only 3 mm.

VINCI Construction is constantly identifying, testing and jointly developing robot systems that meet crews' wants and needs. Its companies in the United Kingdom, where innovation revolved around robotics throughout 2024, tested several robots purpose-engineered by partner startups, including one that automatically ties 11,000 rebars a day (a worker can tie 6,500 on average). **Crewmembers, as a result, can spend more time doing more value-added jobs.** Another robot developed by a VINCI Construction partner startup in the UK is carrying out inspection and maintenance work in high-up and confined spaces. It is equipped with an array of sensors and can carry up to 6 kg of payload.

Besides sanding and plotting, robots are laying tiles, polishing concrete beams and drilling holes in walls – all of which help builders while enhancing worksite efficiency, precision and safety.

Looking at the bigger picture, automation is opening up new possibilities in all areas of construction – from robots that handle pipes on underground projects to trains that supply tunnel-boring machines with segments, mortar and other materials. And the development of drones and remote-controlled excavators is opening the door to operating cranes and other machinery from the ground in enclosed areas.

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.

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.

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.

Working together to **uphold business ethics**

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.

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