ESSENTIALS

VINCI CONSTRUCTION

BUILD BETTER TOGETHER

2026

2025 KEY FIGURES

Revenue

€32.1 BILLION

Operating income from ordinary activities

4.2%

Average contract value

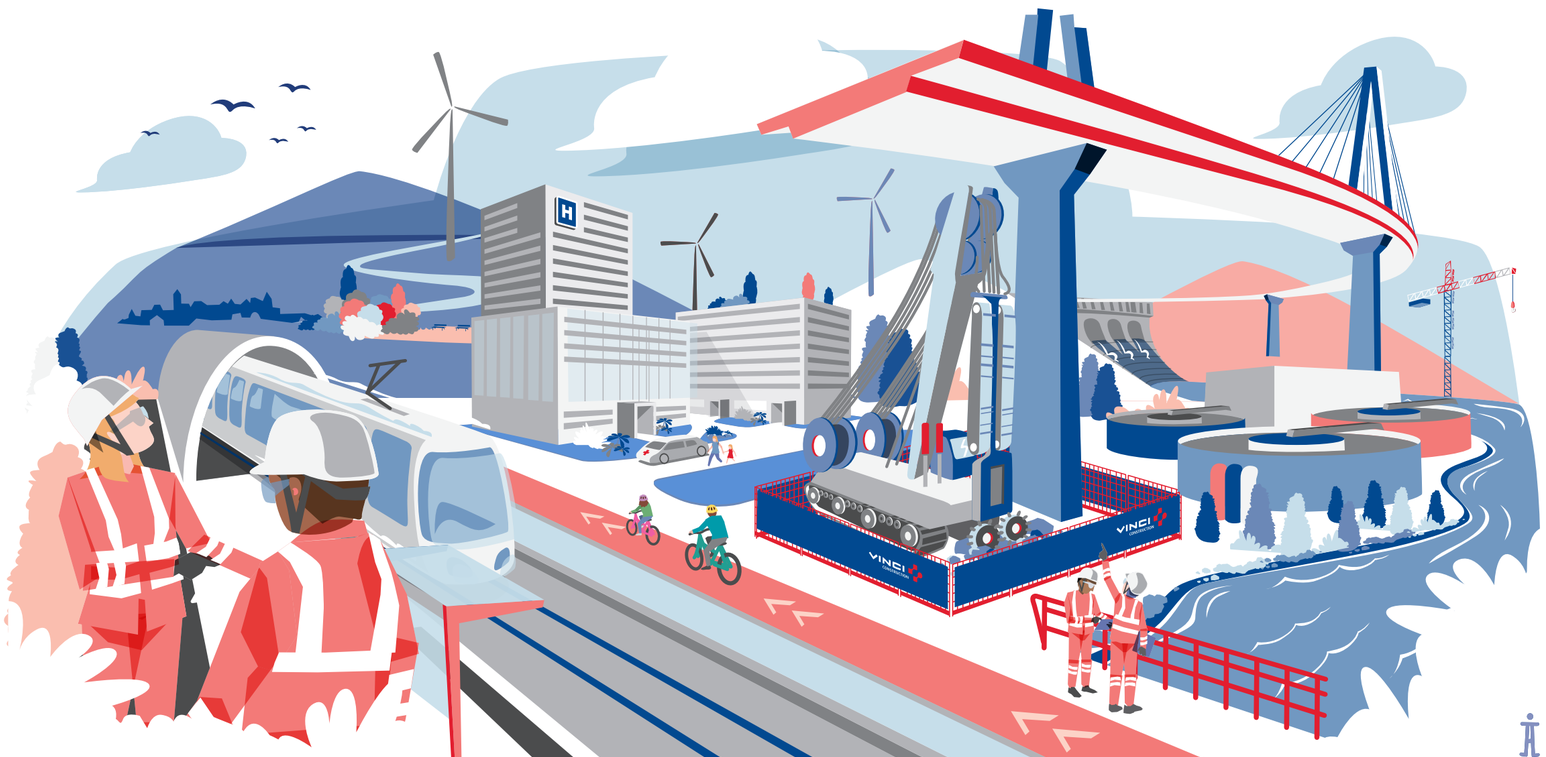
€450,000

1,300
business units

117,000
employees

75,000
projects

VINCI Construction draws its resilience from a model that optimises market coverage. Combining its local company networks, specialist expertise and the ability to deliver large, complex projects, 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 at work in society.



OUR AREAS OF EXPERTISE

CONTENTS

BUILDING TO MAKE A REAL DIFFERENCE FOR EVERYONE

PATRICK SULLIOT,
President of VINCI Construction

We managed to maintain high business volumes and once again posted an all-time-high Ebit margin in 2025, despite a challenging economic environment and strong adverse currency effects. Projects to support the energy and environmental transition now account for a significant – and steadily growing – share of our portfolio, opening up promising long-term prospects across all our divisions.

Growth in rail transport, the energy sector, building refurbishment and urban development projects drove the bulk of our business growth in 2025. Projects related to nuclear energy represented a larger portion of our activity than in previous years.

We are seeing a similar trend in operations relating to sovereignty and defence, which are moving up the agenda in several countries. Infrastructure supporting low-carbon mobility, renewable energy production and transmission, water cycle management and climate resilience now accounts for a substantial portion of our civil engineering projects.

Targeted acquisitions in high-potential fields of expertise and geographies – including Canada, the United States, the United Kingdom, Spain and New Zealand – are also contributing to our business growth.

This performance shows that VINCI Construction's model – combining our three complementary pillars (proximity networks, specialist expertise and major projects), entrusting responsibility for operations to our 1,300 business units, maintaining a highly selective approach to order intake, and leveraging a broad range of operations and extensive geographic coverage – is the right one.

We continue to broaden our **environmental** expertise, notably by developing cooling solutions for urban heat islands, producing highly technical recycled aggregates and delivering ecological engineering projects. At the same time, our business units are adapting their design and production methods to reduce their projects' environmental footprint. For example Exegy® low-carbon concrete solutions – which celebrated their fifth anniversary in 2025 – now account for 74% of the concrete we use at building sites in France, in line with our plan to use 90% low-carbon concrete by 2030.

Our goal is clear: we want to be the builder that sets the standard. That is what our shared strategic framework, Build Better Together, is all about. Setting the standard means striving for excellence in everything we do, across every dimension of our all-round performance, starting with the health and safety of all our employees and everyone else at our worksites.

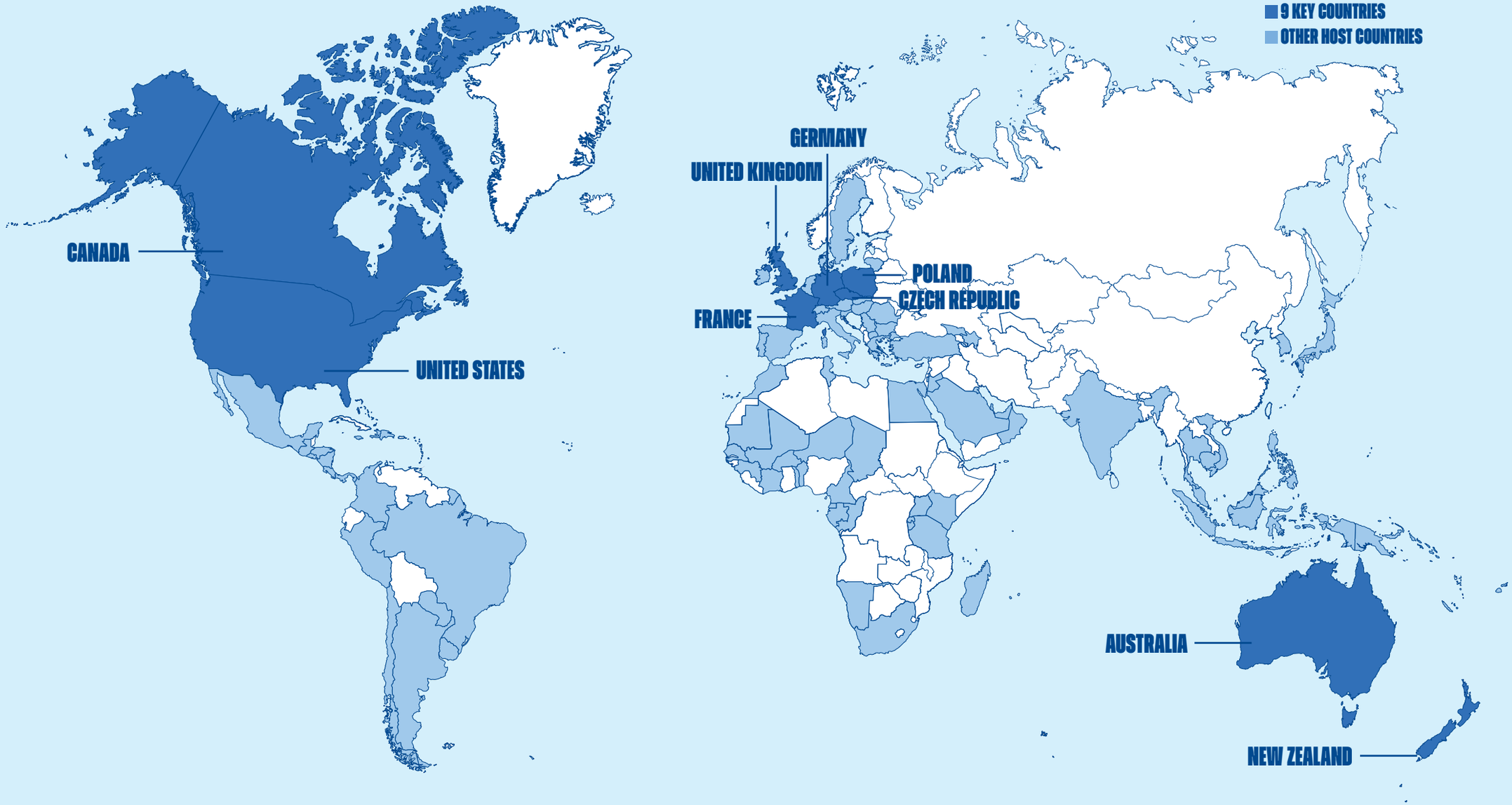
Our Safety Day(s) in 2025 focused on mental health and the central message they conveyed was "It's OK not to be OK." The events held worldwide provided opportunities to share experiences, learn about the systems in place across subsidiaries and reinforce them, with the aim of understanding mental health issues in more depth, addressing them more effectively and enhancing collective safety.

Regarding **innovation,** we are in a strong position to harness several key transformation drivers including robotics and artificial intelligence. The variety of solutions that our business units are assessing or already using will likely redefine performance and productivity standards over the coming years.

Being the builder that sets the standard also means being the preferred builder. This is the direction we have chosen to follow. It means building for everyone – structures and infrastructure that meet essential needs, and projects that enhance cities and regions. And building in a way that respects what connects us.

This is what enables us to act as entrepreneurs – with humility and transparency –, build bridges across our fields of expertise and foster team spirit. Ultimately, it is what unlocks everyone's individual potential for the collective good and enables us to strive for excellence. Respect is what guides us. It is by showing respect every day that we will set an example that matches the quality of our work.

> "Respect is what guides us. It is by showing respect every day that we will set an example that matches the quality of our work."



9 COUNTRIES

ACCOUNT FOR OVER 88% OF REVENUE

VINCI Construction boasts an unparalleled array of expertise across the entire construction value chain and around the world.

MORE THAN 100 COUNTRIES

1,300
BUSINESS UNITS

5
CONTINENTS

BUILD 75,000 PROJECTS / €450,000 AVERAGE CONTRACT VALUE / 25 HEALTHCARE FACILITIES UNDER CONSTRUCTION WORLDWIDE / **PRESERVE** 22% REDUCTION IN DIRECT CO_2 EMISSIONS SINCE 2019 / 32% LOW-CARBON CONCRETE USED WORLDWIDE / 400+ ENVIRONMENTAL CERTIFICATIONS / **TRANSFORM** 70 OGÊO®

AGGREGATE PRODUCTION PLANTS / 67% OF SITES CONTRIBUTING TO THE CIRCULAR ECONOMY / 16 M TONNES OF RECYCLED MATERIALS PRODUCED / **RESPECT** 2,800 PARTICIPANTS IN THE CANCER@WORK CHALLENGE / 10,000+ EMPLOYEES HAVE COMPLETED THE COURSE ON COMBATING EVERYDAY SEXISM SINCE 2023

BUILD

1

2

BUILDING TO MEET ESSENTIAL NEEDS

From housing to healthcare to mobility, VINCI Construction follows the same principles wherever it operates: the buildings, other structures and infrastructure we build serve people's needs, enhance their everyday life, are built to last and support the transitions reshaping our societies.

VINCI Construction designs and builds outstanding facilities in the **high-priority healthcare sector.** The new building at the Countess of Chester Hospital [2] in the United Kingdom, for instance, meets the National Health Service's Net Zero Building Standard, reflecting our ability to deliver high-efficiency public infrastructure meeting stringent regulatory requirements around the world.

3

The transition to **sustainable mobility** is reshaping cities and regions, and we are building infrastructure to support it – for instance the Red Line Extension in Chicago [3], which will improve access to public transport in historically underserved communities.

Low-carbon energy is another sign of progress. We are, for example, working on the extension of the Klecany II hydroelectric power station in the Czech Republic [4], and preparing the infrastructure for a new power plant near Dunkirk in France.

VINCI Construction continues to demonstrate its ability to innovate on useful, responsible and sustainable projects in 2026, for instance harnessing artificial intelligence to optimise costs, timeframes and carbon footprints on several operations.

4

1 New cycle lane, Paris, France.

In France, VINCI Construction provides its customers with a wide array of expertise, encompassing development, design, construction, renovation and redevelopment of residential and all other kinds of buildings.

THE NEW HÔPITAL MÉTROPOLITAIN DE L'ARTOIS

LENS - FRANCE

This new metropolitan hospital, which Sogea Caroni is building in northern France, comprises four main clusters (mother-and-child, surgery, in-patient care and administration). It will feature advanced technical systems and state-of-the art equipment, and span 83,100 sq. metres. Although slightly smaller than the existing hospital, it will offer more beds. Its optimised layout (including fewer corridors and staircases) will improve efficiency, making the facility more convenient and practical for patients as well as healthcare staff.

OUR IMPACT

Expanded healthcare services in the area

One of the **three largest healthcare investment projects** in France today

An additional 47 beds, i.e. 618 in total

HOUSING RENOVATION

CHAMBÉRY - FRANCE

Citinea is refurbishing 244 social housing units in the Picot residence using the Energiesprong method, combining prefabricated insulated façades with bio-based materials to shorten project timeframes and limit disruption for residents, while improving energy performance and comfort in a sustainable, responsible way.

OUR IMPACT

Energy-efficiency retrofits in **244 homes**

Expanded access to guaranteed **net-zero-energy renovation**

Use of bio-sourced materials to **reduce the project's carbon footprint**

AUSTERLITZ A7/A8: A GREEN AND CONNECTED NEIGHBOURHOOD

PARIS - FRANCE

The Austerlitz A7/A8 project is helping to transform this neighbourhood in south-east Paris with a mixed-use development including homes, offices and gardens. The site spans 84,000 sq. metres and is crossed by an overpass carrying metro Line 5. The five substructure levels (for parking) and the superstructure are being built with low-carbon concrete. The office space is distributed across eight floors and a hotel occupies eleven. The structure, which Bateg delivered at the shell stage, also includes a timber frame to reduce its carbon footprint. The simultaneous modernisation works at Austerlitz train station, by Civil Engineering teams, will enhance urban mobility.

OUR IMPACT

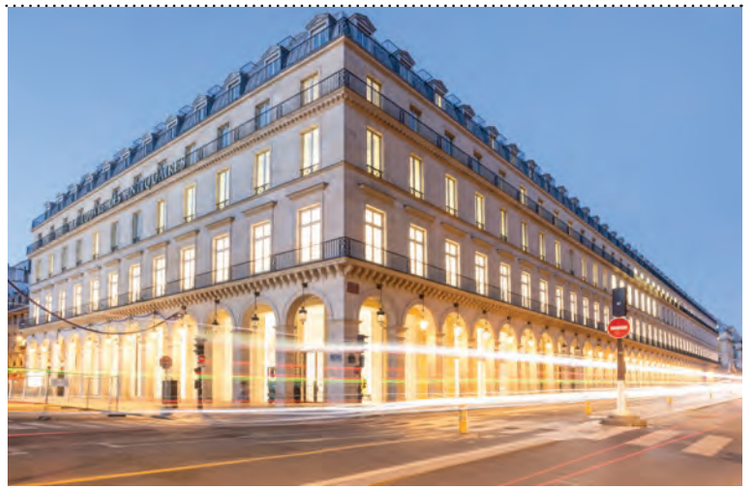
An open, connected and **sustainable neighbourhood**

A **timber and low-carbon concrete structure** to lower emissions

The train station and metro lines **remain operational** during construction

CARTIER FOUNDATION FOR CONTEMPORARY ART

PARIS - FRANCE



Petit has refurbished this one-of-a-kind building opposite the Louvre, comprehensively reconfiguring its interior volumes to house the Fondation Cartier pour l'Art Contemporain. This complex 16,000 sq. metre project, carried out in an occupied building, has created 8,500 sq. metres of exhibition space across three levels, with five modular galleries, delivering a unique cultural venue that combines bold architecture with technical innovation.

OUR IMPACT

Preserved architectural heritage in the heart of Paris

An eye-catching showcase for contemporary creation

In France, Civil Engineering teams leverage their strong local expertise to tackle technical and environmental challenges on complex projects in the industrial, commercial, healthcare, nuclear and defence sectors. They also handle specialist, structural, and ground and foundation engineering works.

ANNE-DE-BRETAGNE BRIDGE WIDENING

NANTES - FRANCE

Nantes Métropole awarded this design-build contract to a consortium encompassing GTM Ouest, Botte Fondations and Dodin Campenon Bernard, with Freyssinet France, Eurovia Nantes and Citeos (VINCI Energies) providing support. Once widened, the Anne-de-Bretagne bridge over the Loire river will accommodate two tram lines, three cycle lanes, two vehicle lanes and planted promenades. The deep foundations were completed in 2025 – a major milestone in preparation for the installation of the impressive steel deck in 2026.

OUR IMPACT

Over 1,800 sq. metres of greenery covering nearly 20% of the bridge's total surface area

Pedestrian-friendly areas on **90% of the bridge**

Width more than tripled to 53 metres at the widest point, turning the bridge into a public square overlooking the Loire river

INELFE FRANCE-SPAIN POWER LINK

FRANCE - SPAIN

VINCI Energies, Chantiers Modernes Nouvelle-Aquitaine and GTM Ouest are working on the Inelfe project, connecting the French and Spanish electricity grids via high-voltage converter stations. This infrastructure asset will play a strategic role in the energy transition, stepping up integration of renewable energy and securing electricity supply.

OUR IMPACT

Deeper energy integration and greater grid resilience in Europe

Additional capacity to integrate renewable energy

DROMEL-MONTFURON TRAM DEPOT

MARSEILLE - FRANCE

GTM Sud and Travaux du Midi teamed up to build this maintenance and stabling facility in Marseille. It is designed to handle up to 30 additional trams, stands on stilts to protect it from flooding, and includes a 600-space park-and-ride facility.

OUR IMPACT

Enhancing the transport network and facilitating intermodal connections

285 10-metre-high stilts made with very-low-carbon concrete

ITER: BUILDING THE ENERGY OF THE FUTURE

CADARACHE - FRANCE

In south-east France, GTM Sud is working on the TOCC (Temporary Opening Closure Contract) for ITER, an international programme aimed at developing nuclear fusion, i.e. replicating the energy of the sun as a source of clean energy. This huge project involves advanced civil engineering techniques to build facilities unlike any other in the world. Several VINCI Construction teams (from VINCI Construction Grands Projets, GTM Sud, Dodin Campenon Bernard and Nuvia) have been active on this programme for more than 16 years, carrying out a variety of high-complexity civil engineering jobs for the European agency Fusion for Energy (F4E) and ITER Organization.

OUR IMPACT

Supporting research into sustainable, low-carbon energy

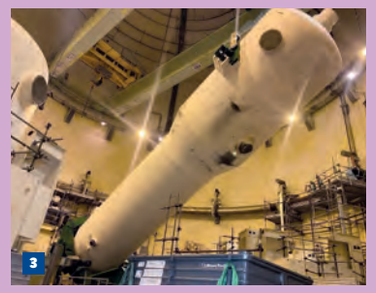
The ITER project brings together **34 countries**

TRANSFORM

INVENTING NEW, SMARTER, MORE FRUGAL AND MORE USEFUL WAYS OF BUILDING

VINCI Construction is adapting to tackle the climate emergency, incorporate evolving technologies and address shifting societal expectations by transforming its materials, methods and projects.

The first turning point involves materials and processes. For example Exegy® low-carbon solutions, which celebrated their fifth anniversary in 2025, have reduced carbon footprints on a variety of projects worldwide and now account for 74% of the concrete used on building projects in France. The Ogêo® range is also playing a part in this transition. It combines primary resources (quarried aggregates) and secondary resources (recycled aggregates from deconstruction projects) to give locally sourced materials a new life and support the widespread adoption of circular principles and practices.



Transforming includes revamping existing assets. The repurposed Télécom Paris building[2] now accommodates a variety of new uses, is substantially more energy-efficient and includes a biodiversity reserve. The programme to decommission the Ringhals nuclear power plant[3] in Sweden is preparing the site for deconstruction while carefully managing the environmental impact of the operations.

Transformation is also a way of addressing climate disruption. The Youngs Crossing Road[4] project in Australia, for instance, is reinforcing the area's road network while improving its resilience to flooding. In France, Oasis school playgrounds provide children with places where they can cool down despite rising temperatures.

VINCI Construction teams are working to build more adaptable, future-ready and resilient cities and regions. Their projects are examples of what tomorrow's cities can look like – more resource-efficient, more adaptable, more vibrant – and innovation plays a central role in them.

1 An Oasis playground at Louis-Pergaud school in Coulounieix-Chamiers, France.

VINCI Construction is one of France's leading players in transport infrastructure construction, urban development and, through its integrated network of asphalt plants, quarries and recycling facilities, materials production and recovery.

BRT ENHANCES SUSTAINABLE MOBILITY

CLERMONT-FERRAND - FRANCE

Eurovia is contributing to the construction of two bus rapid transit (BRT) lines in Clermont-Ferrand, which involves creating 8 km of reserved lanes and upgrading the surrounding roads. The project requires careful phasing to ensure works parogress smoothly and to manage interfaces with other works packages, partners, nearby residents and traffic flows.

OUR IMPACT

- **Zero-emission, clean-energy** vehicles
- An expanded bus network and **new cycle lanes**
- **Greener, more pleasant surroundings**

JARDIN DU SOUVENIR (MEMORIAL GARDEN)

PARIS - FRANCE

Les Paveurs de Montrouge was involved in transforming the paved square in front of Saint-Gervais church into a memorial garden dedicated to the victims of the 13 November 2015 terrorist attacks in Paris. The works reconfigured the 3,600 sq. metre site, recreating the layout of the streets where the attacks occurred. The new granite flagstone and cobblestone paving forms walkways in the garden, and granite steles form an enclosed space for quiet reflection.

OUR IMPACT

- **A place of remembrance**
- **High-quality materials and landscaping**
- **A vibrant and at the same time peaceful venue** for contemplation

REVILO®: COOLING URBAN SPACES

NICE - FRANCE

VINCI Construction continues to roll out Revilo®, a solution that creates cool islands in built-up areas by combining four strategies: rainwater management, engineered light-coloured and permeable surfacing, vegetation management, and soil management. The solution was implemented at Place du Général-Goiran in Nice and on more than 80 other projects (including broader urban developments, school playgrounds and car parks) across France in 2025.

OUR IMPACT

- Fostering **nature in cities**
- **Combined expertise** in soil, vegetation and surfacing management
- **Helping cities cope with more frequent extreme heat**
- **Reduced risk** of surface water flooding

REUSING EXCAVATED MATERIAL FROM THE LYON–TURIN LINE'S BASE TUNNEL

LYON - TURIN
FRANCE - ITALY

A consortium led by Eurovia Alpes and including Carrières du Bassin Rhônalpin, Terélian, SATM and Granulats Vicat is putting circular economy principles into practice on the Lyon–Turin rail line construction project. The first excavated materials processing plant on this project was inaugurated at Illaz in 2025. A network of more than 5 km of electric conveyor belts, currently nearing completion, connects the various sites and will avoid more than 700,000 truck movements, substantially reducing CO_2 emissions.

OUR IMPACT

- Optimised **reuse of excavated materials**
- **Reducing the project's overall carbon footprint**

VINCI Construction leverages its expertise in designing and delivering rail, river and maritime works, earthworks, hydraulic networks, deconstruction services and road equipment for customers across France.

EQUIPPING LINE 15 SOUTH

GREATER PARIS - FRANCE

ETF is carrying out track system works on part of the future Line 15 South of the Grand Paris Express for Société des Grands Projets, in coordination with other VINCI Construction and VINCI Energies business units. The project involves equipping 16.5 km of tunnel between the Pont de Sèvres and Les Ardoines stations.

OUR IMPACT

Line 15 South will be a key link in the Grand Paris Express

Helping to decarbonise urban mobility in the Greater Paris area

MODERNISING WATER NETWORKS IN PLATEAU DE SACLAY

SACLAY - FRANCE

Sogea Environnement is modernising drinking-water supply networks for Sedif (the Greater Paris area's water authority), as part of the Plateau de Saclay expansion project south of Paris. The company is laying more than 2.5 km of pipelines using trenchless techniques (including 380 metres of microtunnelling) and low-impact solutions to shrink the project's carbon footprint.

OUR IMPACT

Securing drinking water supplies

Modern techniques to drill small-diameter tunnels

Biogas, electric and hybrid vehicles to **limit CO_2 emissions**

EQUO VIVO® ECOLOGICAL ENGINEERING TO FOSTER BIODIVERSITY

AIN - FRANCE

Océlian and Terélian are rewilding a total of 2 km of the Reyssouze river, near Montagnat and Pont-de-Vaux, two towns in eastern France, under the Equo Vivo® brand. The project includes eco-morphological restoration as well as replanting 1,200 trees and shrubs and 7,500 semi-aquatic plants, and the goal is to foster biodiversity by improving water quality and reconnecting the river with its natural environment.

OUR IMPACT

Removing a weir and gate **restored ecological continuity**

Invasive species management

Gravel augmentation **to restore the riverbed**

FONDERIES DU POITOU DECONSTRUCTION

INGRANDES-SUR-VIENNE - FRANCE

Cardem deconstructed 60,000 sq. metres of buildings, including a few reaching 30 metres high, in western France. The closed-down foundry will be redeveloped, using materials recycled on site, into a renewable energy park featuring a solar PV plant and a green hydrogen production unit set to start operating in 2027.

OUR IMPACT

A reindustrialisation project **centred on green energy**

4,000 tonnes of materials recycled

Enough electricity to power the city of Poitiers **(approx. 90,000 people)**

250 to 300 jobs in the long term

PRESERVE

1

2

PRESERVING RESOURCES TO PREPARE THE FUTURE

Building the future includes maintaining, renovating and protecting existing assets. As resources become increasingly scarce and severe climate events more frequent, VINCI Construction is also actively reducing the environmental footprint of its projects.

This starts with managing resources. Upgrade work on Australia's largest wastewater treatment plant[2], in Canberra, will increase its current capacity. **The use of low-carbon concrete, reuse of 90% of the materials on site, and exclusive use of renewable energy and recycled water, make it a pioneering project.**

Preserving also involves revamping rather than rebuilding. In France, for example, VINCI Construction is extending and renovating buildings for Airbus to help create more efficient and sustainable industrial infrastructure. **Refurbishment, in other words, is becoming a practical lever for responsible transformation.**

3

Preserving also includes places that hold shared memories and foster a sense of togetherness. Renovation work on Dakar's Olympic swimming pool[3] is bringing new life to a landmark public facility in Senegal while optimising energy management to shrink the complex's environmental footprint.

As climate risks increase, anticipating natural disasters is becoming an essential part of protection. The Springbank reservoir and the associated structures designed to divert water from the Elbow river, which VINCI Construction recently finished building in Canada[4], are now helping to protect residential areas in Calgary from flooding.

4

At VINCI Construction, artificial intelligence and other new digital tools are fast-tracking innovation in asset maintenance. They help to anticipate deterioration and enable faster, more targeted repairs. Preserving means ensuring assets stand the test of time.

1 Eco-morphological restoration of the Reyssouze river in eastern France.

VINCI Construction's proximity networks in Germany, the Czech Republic, Slovakia, Lithuania, Poland, Spain, overseas France and Africa operate in four main fields: buildings, civil engineering, roads and networks.

ESPACE BERTEL: URBAN RENEWAL ON REUNION ISLAND

SAINT-DENIS - FRANCE

SBTPC Sogea Réunion, through its property development subsidiary Ocidim, is building Espace Bertel, a 30,000 sq. metre mixed-use complex combining shops, offices and various recreational amenities. The project incorporates the latest breakthroughs in tropical architecture, the buildings in it meet HQE™ environmental standards, and the development will transform the Chaudron district.

OUR IMPACT

HQE™-certified sustainable office space

A landscaped forecourt

350 direct and indirect jobs on the project

NEW SCHOOL IN BÁŠŤ, NEAR PRAGUE

BÁŠŤ - CZECH REPUBLIC

SMP Construction and CL-Evans are building a new school – including classrooms, a gymnasium and facilities for after-school activities – to provide modern educational infrastructure while accommodating population growth.

OUR IMPACT

Capacity for **540 pupils**

Reducing pressure on a nearby school, currently at full capacity

NORTH-SOUTH ROAD EXTENSION

RUDA ŚLĄSKA - POLAND

Eurovia Polska is working on a 2 km section of a road through Ruda Śląska, Silesia. The project includes sidewalks, cycle lanes and road and rail viaducts, and is using state-of-the-art site monitoring and management systems. The goal is to improve mobility in the area by easing traffic flows.

OUR IMPACT

Improved urban mobility for **150,000 residents**

A retention system to **control stormwater runoff**

BUTIMBA DRINKING WATER STATION

MWANZA - TANZANIA

Sogea-Satom has handed over the Mwanza water treatment plant, which now supplies drinking water to 450,000 people and will eventually reach nearly one million. This project, which is contributing to public health as well as regional development, included the design and construction of a 1,000-metre offshore raw water intake in Lake Victoria, a pumping station (daily capacity 88,000 cu. metres) and a drinking water plant (daily capacity 48,000 cu. metres).

OUR IMPACT

Improved access to drinking water and sanitation in Tanzania's second most populous region

450,000 immediate beneficiaries

SUSTAINABLE RESURFACING ON THE A6 MOTORWAY

SAARBRÜCKEN - GERMANY

Eurovia is reducing CO_2 emissions on the A6 motorway resurfacing project by using warm-mix asphalt, locally sourced materials, and biofuel instead of lignite in the asphalt plant, as well as storing materials under cover.

OUR IMPACT

Promoting **more sustainable road construction**

200 tonnes of CO_2 avoided by replacing lignite dust with biofuel in the asphalt plant

REBUILDING A BRIDGE IN SPAIN

TURÍS - SPAIN

Probisa is rebuilding the La Fallereta bridge in Turís, which collapsed in October 2024 following torrential rainfall, for the Valencia provincial council. Floodwater tripled the river's flow, causing the bridge to fail and cutting off the main road to the town centre. The works involve doubling the original bridge's length and widening the deck to 9.6 metres.

OUR IMPACT

A new **120-metre-long bridge**

Rebuilding a vital link for the town of Turís

RAIL BALTICA: A KEY LINK IN LITHUANIA

ŠĖTA - LITHUANIA

Eurovia is active on the construction of a new 17 km section between Šėta and Ramygala on the Rail Baltica project, which will connect the Baltic States to the Western European network.

OUR IMPACT

A rail corridor **connecting three countries**

The largest rail infrastructure project in the Baltic States

VINCI Construction's proximity networks in the United Kingdom are active in rail works, related industrial and recycling operations, urban, trunk road and motorway infrastructure services, civil engineering, building and facilities management.

FM CONWAY: FUTURE-READY ROAD INFRASTRUCTURE

LONDON - UNITED KINGDOM

In February 2025, VINCI Construction completed the acquisition of FM Conway Limited, a leading road infrastructure contractor in the UK with extensive experience in recycling materials from its construction activities and reprocessing them through its own asphalt plants.

OUR IMPACT

Expert knowledge, industrial capacity and a firm commitment to **optimising natural resources**

Low-carbon asphalt plants supporting **sustainable mobility**

EUROVIA UK: INNOVATION DRIVES GREENER SOLUTIONS

UNITED KINGDOM - SOUTH-EAST

Eurovia won the CIHT Health and Safety Award for "people-plant interface" initiatives involving rollers equipped with Safety Shield AI human detection systems and BOMAG Emergency Brake Assist, to prevent human collisions at worksites. It also trialled the UK's first bio-bitumen micro-surfacing solution in Hertfordshire.

OUR IMPACT

Harnessing AI to **step up safety**

More environmentally-friendly surfacing

RINGWAY: ROAD INFRASTRUCTURE SERVICES AT SCALE

UNITED KINGDOM - SOUTH-EAST

Ringway manages and maintains more than 43,000 km of roads and motorways across the UK under long-term service contracts. It renewed its 7-year contract with Hertfordshire County Council, north of London, in 2025, covering maintenance and upgrade work on more than 5,000 km of roads and pavements, street lighting and signal repairs, surface water drainage, pothole repairs, season-specific programmes such as gritting and grass cutting, emergency response services and climate change adaptation services.

OUR IMPACT

Proactive maintenance **enhances road safety and sustainability**

Innovative **pothole-prevention robots and electric gritting technology**

Supporting communities on their journey to net zero by 2030

TAYLOR WOODROW: MODERNISING THE UK'S GRID

CARLISLE - UNITED KINGDOM

Taylor Woodrow has partnered with Omexom (VINCI Energies) to build the new Harker substation, which will link England and Scotland, adding 230 MW of capacity, two substation buildings (132 kV and 400 kV) and six super grid transformers. Taylor Woodrow has also been awarded contracts under National Grid's HVDC (high-voltage direct current) programme and is also working with Scottish Power on infrastructure for new offshore wind farms in East Anglia.

OUR IMPACT

Powering the UK's **energy transition**

Strengthening resilience in the UK's electricity supply

VINCI BUILDING: COUNTESS OF CHESTER HOSPITAL EXTENSION IN CHESHIRE

CHESTER - UNITED KINGDOM

VINCI Building carried out the works on the new Women and Children's Building at Countess of Chester Hospital, which provides maternity, neonatal, paediatric and outpatient care. It was the first National Health Service facility in England to meet the NHS Net Zero Building Standard, introduced in 2023. It for instance features highly insulated walls, windows and roofing to maintain constant indoor temperatures year-round, thereby reducing the need for heating and cooling.

OUR IMPACT

Enhanced patient comfort

Carbon reduction by design

VINCI FACILITIES: FORWARD-LOOKING ESTATE MANAGEMENT

UNITED KINGDOM - SOUTH-EAST

VINCI Facilities, which specialises in building maintenance and facilities management, holds numerous long-term contracts with public- and private-sector customers. It also manages the Ministry of Defence's Built Estate in south-east England.

OUR IMPACT

Reliable energy performance and service continuity

Innovative robotic cleaning and grounds maintenance solutions

VINCI Construction's proximity networks in Canada, the United States, Chile, Australia and New Zealand carry out roadworks and civil engineering projects.

U.S. ROUTE 64 REPAIRS AFTER HURRICANE HELENE

NORTH CAROLINA - UNITED STATES

In North Carolina, Blythe Construction is repairing U.S. Route 64 and its shoulders, which were severely damaged by Hurricane Helene in 2024. The crews are securing the infrastructure with rockfill and retaining walls, and restoring the drainage systems to prevent future risks.

OUR IMPACT

A vital link rebuilt

Long-term protection against flooding and landslides

LOUIS-HIPPOLYTE LA FONTAINE TUNNEL: FIRST RENOVATED TUBE REOPENED

MONTREAL - CANADA

Traffic has gradually been diverted to the renovated section of the tunnel since mid-2025. The works were carried out by VINCI Construction subsidiaries Eurovia Québec and Dodin Québec, and Pomerleau, which are now moving on to the next phase of the project: refurbishing the second tube. The two tubes, with two lanes in each direction, are set to reopen in autumn 2026.

OUR IMPACT

A project that will **reshape mobility in Montreal**

Extended service life, modernised operating equipment and improved safety

CHACAO BRIDGE: A STRATEGIC LINK IN CHILE

CHACAO - CHILE

Bitumix is building the approach roads to the Chacao bridge, Latin America's longest suspended bridge, which will connect the island of Chiloé to the mainland, in the Los Lagos region. The aim is to strengthen connectivity and support regional economic development.

OUR IMPACT

Latin America's **longest suspended bridge**

A permanent link between Chiloé island and the continent

WASTEWATER TREATMENT FACILITY UPGRADE

CANBERRA - AUSTRALIA

Seymour Whyte and VINCI Construction Grands Projets are modernising and extending Canberra's wastewater treatment facilities. Once completed, the plant will treat an additional 97,250 cu. metres of wastewater, using innovative membrane filtration technology to improve the quality of its effluent. The wide range of measures to protect the environment on this project include using low-carbon concrete blends to reduce carbon emissions, reusing 90% of materials on site, powering site facilities entirely with renewable energy and relying exclusively on recycled water for construction activities.

OUR IMPACT

Meeting the needs of **almost 800,000 residents** in Canberra's fast-growing communities

Reduced environmental footprint

TE AHU A TURANGA-MANAWATŪ TARARUA HIGHWAY

NEW ZEALAND

HEB Construction delivered this 11.5 km highway, restoring a vital link between Woodville and Ashhurst. The goal with this project is to improve mobility while incorporating extensive environmental measures aimed at fostering biodiversity.

OUR IMPACT

1.8 million native plants replanted

4.5 km of constructed streams to restore biodiversity

RESPECT

BUILDING ALSO INVOLVES RESPECTING THE PEOPLE WHO WORK WITH US AND LIVE AND WORK AROUND OUR WORKSITES

At VINCI Construction, **respect is built into our operations, and safety, listening, dialogue and ethics are embedded in the way we work every day.** We are aware that all our projects and other operations interact with the people who live, work and travel in the area around them. Building, in other words, first and foremost means being a good neighbour.

Today, project success is also measured by how well we protect and how much consideration we show for the people who make it happen. Our 2025 Safety Day(s)[1], held around the world, once again shone a light on this shared commitment while broadening the notion of safety to include well-being and mental health.

VINCI Construction and Trajeo'h, the VINCI Group's disability support network, organised several initiatives to heighten awareness during European Week for the Employment of People with Disabilities, which helped to improve participants' understanding of the various forms of disability and encourage employees with disabilities to seek appropriate support.

Respect also means advancing gender equality – for example with the third Mentoring Equality Programme[2]. To build the world of tomorrow, we need every set of skills and every point of view.

Respect also includes making our worksites more acceptable to nearby residents. Artist Seb Toussaint, for instance, painted a mural on the hoarding around the Îlot des Poiriers 2 worksite in Villetaneuse, near Paris in France[3], to add a friendly and engaging touch to the neighbourhood.

We harness innovation to support more responsible practices — from improving safety and identifying risks using AI to developing new approaches to awareness, collaboration and engagement.

At VINCI Construction, we believe that projects are successful when we deliver them with care and build them on lasting trust.

With Soletanche Bachy, Menard, Geoquest, Freyssinet, Nuvia and Sixense, VINCI Construction brings together an unmatched range of technical expertise in civil engineering, ground technologies, structural engineering, nuclear engineering and digital solutions for construction.

MATASNILLO: UPGRADING THE WASTEWATER NETWORK IN PANAMA CITY

Soletanche Bachy subsidiaries Bessac and Rodio Swissboring are building a new 7,500-metre-long wastewater treatment network in Panama City to improve water management and residents' quality of life. This transformative project, including 27 microtunnelled sections, will redirect wastewater, which is currently discharged into the Matasnillo river then the sea, to a treatment plant.

PANAMA CITY - PANAMA

OUR IMPACT

2,500 locally made reinforced-concrete **pipes**

Easing pressure on an overloaded network

Addressing a significant environmental and public-health challenge for Panama City

TRUONG SON 2: FOUNDATIONS FOR A WIND FARM

LAOS

Menard is reinforcing the ground to support four high-capacity wind turbines, using its controlled modulus column (CMC) technology instead of bored piles. CMCs provide all the benefits of traditional deep foundations without requiring extensive excavation or massive amounts of concrete.

OUR IMPACT

Reduced costs and shorter construction timeframes on renewable energy projects

An effective, more eco-friendly technique

GEOQUEST: PROTECTING THE BANKS OF THE GANGES

INDIA

Geoquest applied the TechRevetment™ synthetic solution, a concrete-filled formwork mattress, to protect the river's banks from flooding and erosion. This double-layer structure, injected with concrete, creates a protective barrier that is both flexible and durable, effectively preventing erosion and stabilising the banks.

OUR IMPACT

Improved bank stability for riverside communities and infrastructure

Adaptation to rising water levels linked to climate change

FREYSSINET: SECURING THE ÖRESUND BRIDGE

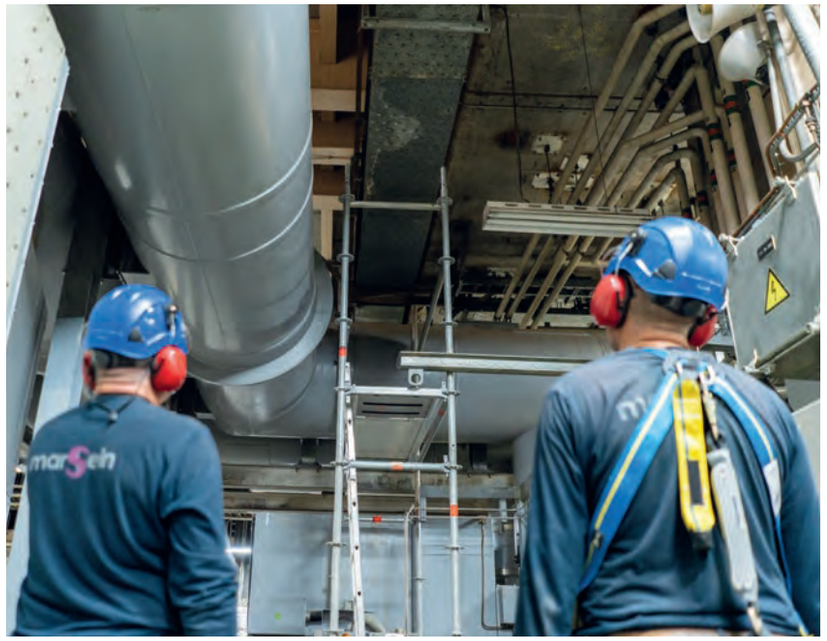
MALMÖ - SWEDEN
COPENHAGEN - DENMARK

Freyssinet is reinforcing the stay cables on this bridge connecting Malmö and Copenhagen. The 16 km long road and rail link is 25 years old and undergoing maintenance.

OUR IMPACT

A major cross-border connection between Sweden and Denmark

Preparing the bridge for another **25 years of safe operation**



NUVIA: NUCLEAR EXPERTISE IN SPAIN

SPAIN

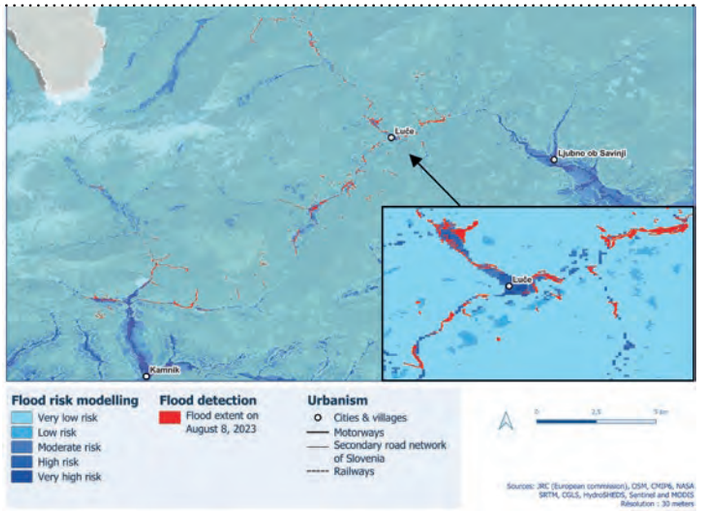
Nuvia expanded into Spain with the acquisition of Marsein, a long-standing player in nuclear services, in 2025. It currently maintains several facilities in the country, including the Vandellòs II and Ascó nuclear power plants, and was involved in the first nuclear reactor decommissioning operations in the country, at the Vandellòs I, José Cabrera (Zorita) and Santa María de Garoña plants.

OUR IMPACT

Strengthened **nuclear maintenance, decommissioning and waste management capabilities**

Nuclear technology expertise in **17 countries**

SIXENSE: STEPPING UP INFRASTRUCTURE RESILIENCE THROUGH THE ATLANTIS PROJECT



Sixense is active on the Atlantis project aimed at enhancing the cyber, human and physical security of key European Union infrastructure. The consortium brings together 38 organisations, including Resallience (a Sixense subsidiary), which played a key role in developing earth observation (EO) data pipelines, organising a large-scale cross-border crisis management pilot and leading a task force on standardisation and policy frameworks.

OUR IMPACT

Developing operational tools for infrastructure managers

More threat-resilient critical infrastructure

VINCI Construction designs and delivers large-scale cutting-edge building and infrastructure projects, that address global challenges in transport, energy and water, around the world.

HIGH SPEED 2 CLEARS MAJOR MILESTONES

UNITED KINGDOM

The Balfour Beatty VINCI joint venture continues working on a 90 km section of the HS2 line between London and Birmingham. It had excavated close to 70% of the tunnels and completed 50% of the earthworks by the end of 2025. Its two works packages – N1 and N2 – notably include 51 viaducts, 7.5 km of twin-bore tunnel and more than 30 million cu. metres of cut-and-fill material. It is using a combination of prefabricated viaducts, innovative construction methods and low-carbon systems to help reduce the project's environmental footprint and limit disruptions for local residents.

OUR IMPACT

- **300,000 passengers** a day at full capacity
- **Spurring long-term economic growth** in the Midlands

THE EURALPIN LYON–TURIN TUNNEL TO DECARBONISE MOBILITY

FRANCE - ITALY

VINCI Construction Grands Projets continues excavating the Euralpin Lyon–Turin tunnel using advanced solutions such as the Internal Structure Installation Gantry (ISIG) to cast the invert. Viviana, the first of the seven tunnel-boring machines, started excavating the tunnel for the future rail line in 2025. This giant TBM – 180 metres long, 2,300 tonnes – will excavate 9 km between Saint-Martin-la-Porte and La Praz. Excavation of the last of thefour 500-metre-deep ventilation shafts at Avriex, which will play an essential role in airing the tunnel and ensuring safety, was completed in 2025.

OUR IMPACT

- Building a central section of the **European rail network's** Mediterranean corridor
- **Decarbonising freight transport** and improving passenger mobility between France and Italy
- **3,300 people** working daily on the project's construction sites

CITY RAIL LINK: RESHAPING URBAN MOBILITY

NEW ZEALAND

VINCI Construction Grands Projets (the lead contractor in the Link Alliance consortium), working with Soletanche Bachy, is building the City Rail Link, the first underground rail network in New Zealand, which will redesign urban mobility across Auckland. Following the successful timetable test in 2025, the line is set to open in 2026.

OUR IMPACT

- **The biggest urban infrastructure project under way** in New Zealand
- **A low-carbon mobility option** for 1.5 million people
- **Working with Māori communities** from the outset

BAKHENG DRINKING WATER PLANT

CAMBODIA

VINCI Construction Grands Projets is expanding this plant in Phnom Penh, skirting the Mekong river, adding capacity to treat 195,000 cu. metres of water per day. It will be Cambodia's largest water treatment plant when it is completed in 2027. The technical challenges included compacting the former marshland (to accelerate 20 years of natural settlement) and designing a suspended caisson structure capable of adapting to fluctuations in the river level during construction.

OUR IMPACT

- **Doubling capacity** of the drinking water treatment plant in Phnom Penh
- **Reduced ecological footprint** using low-carbon concrete throughout, and recycled steel
- 19% of the **900 people working on the project** are women

WORKING TOGETHER FOR EVERYONE'S HEALTH AND SAFETY

At VINCI Construction, health and safety are at the top of our mind, every day, at every worksite and at every production plant.
The key to achieving our zero-accident objective is to act transparently, set an example and engage in dialogue. This is the bedrock of our health and safety culture.

At VINCI Construction, we act for the climate, optimise resources thanks to the circular economy and preserve natural environments. Through the solutions we are developing, we are reinventing our construction trades and reducing our own environmental footprint. And we are reinventing the structures and infrastructure we build for our customers, to reduce their impact for years to come.

WORKING TOGETHER TO RESPECT THE ENVIRONMENT

WORKING TOGETHER TO RESPECT PEOPLE'S RIGHTS

At VINCI Construction, we respect our employees', partners', subcontractors' and communities' rights everywhere we go. We encourage our employees to become involved in social outreach and we support initiatives that benefit local communities.

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.

WORKING TOGETHER TO UPHOLD BUSINESS ETHICS

DEVELOPING TALENT

At VINCI Construction, we welcome, empower and grow talent.
Personal and professional development is one of our central focus areas – and one of our commitments to our 117,000 employees.
Our goal is to give each and every one of them what they need to take charge of their future within our 1,300 business units, locally or halfway across the world.

ELSA
Civil engineering

Elsa is currently working as a Project Engineer at Freyssinet, where she contributes to **specialist civil engineering** projects in **Australia,** in technically challenging, multicultural environments. Over the course of a highly international career, she notably worked for Blythe Construction in the **United States,** on a **large-scale highway project** in North Carolina. As Field Engineer there, she was directly involved in site supervision, team coordination and compliance with the safety and performance standards for major infrastructure projects in the United States.

PIERRE
CR116 – Ang Mo Kio Station & Tunnels

Pierre is Deputy Tunnel Director at Bessac in **Singapore,** where he oversees **underground works** and is actively involved in managing all aspects of production, safety and team performance on an extensive urban transport project. Over the past 10 years, he has worked on major projects in **France** (Grand Paris Express, one of Europe's largest infrastructure projects), **Qatar** (a wastewater collection, pumping and treatment system) and **Canada** (a stormwater tunnel in Toronto).

SAM
High Speed 2

Samuel, an Auckland University of Technology graduate, has always been keen to work internationally. He started out at HEB Construction in **New Zealand**, where he gained solid experience in **civil engineering,** then moved to Taylor Woodrow in the **United Kingdom,** where he continued growing as a professional by gathering experience in major projects at Balfour Beatty VINCI, one of the consortiums building the future **High Speed 2 line** between London and Birmingham.

EMMANUELLE
QSE

Emmanuelle is a QSE (Quality, Safety and Environment) Manager at Signature Est, a specialist in **road equipment** and street furniture. She works side by side with operations teams, providing on-the-ground support and rolling out QSE practices across worksites. She is an expert in her field, and previously held a similar role at GTM Hallé, a leading **building** company in Lorraine and Champagne-Ardenne **(north-east France).** She was keen to grow in her job but also attached to her local area, so transferred within VINCI Construction a year ago to continue building her career.

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This document was produced by VINCI Construction's Communications Department, 1973, boulevard de la Défense, 92000 Nanterre, France.

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