

Forging a sustainable world.



VINCI is forging a sustainable world

A WORLD LEADER

VINCI deploys its concessions, energy and construction activities through 3,200 companies operating in nearly 120 countries.

A RESPONSIBLE GROUP

In response to the climate emergency, our ambition is to accelerate the transformation of living environments, infrastructure and mobility while aiming to foster social progress by being a humanist group that exemplifies inclusion and solidarity.

A SOCIALLY CONSCIOUS GROUP AND PARTNER

Powered by our economic performance and the engagement of our 260,000 employees, we forge a more sustainable world. We achieve that by fully embracing our role as a private sector partner working in the public interest and strongly emphasising listening and dialogue with our stakeholders in all our business lines.

2021 KEY DATA

REVENUE^(*)
€49.4 Bn

NET INCOME ATTRIBUTABLE
TO OWNERS OF THE PARENT^(*)
€2,597 M

EMPLOYEES
260,000

^(*) At 31 December 2021 excluding Cobra IS.



Concessions

VINCI designs, finances, builds and operates, under public-private partnerships, transport infrastructure and public amenities that contribute to developing mobility and regional economies.

VINCI AUTOROUTES is France's leading motorway concession holder. The primary mission of its 5,800 employees is to ensure – whatever the circumstances – maintenance and the continuity of a public motorway service across the 4,443 km network, which is vital to the economy, society and accessibility of the regions it serves. In its commitment to ecological transition, VINCI Autoroutes is transforming its infrastructure assets and services to ensure massive uptake of new decarbonised mobility practices.

VINCI AIRPORTS is the world's leading private operator in its sector. Thanks to its expertise as a global integrator, it develops, finances, builds and manages 53 airports^(*) in 12 countries in Europe, Asia and the Americas, leveraging its investment capacity and know-how in optimising operational performance, modernising infrastructure and steering its environmental transition.

VINCI HIGHWAYS designs, builds, finances and operates more than 4,000 km of motorways, bridges, tunnels and urban roads in 16 countries.

VINCI RAILWAYS designs, finances, builds and operates rail and urban transport infrastructure. In France, it manages the South Europe Atlantic high-speed line, the GSM-Rail communications network and a part of the right-of-way public transport system in the French overseas territory of Martinique.

VINCI STADIUM manages a network of four stadiums built by the Group in France: the Stade de France in Saint-Denis, the Matmut Atlantique in Bordeaux, the Allianz Riviera in Nice and the MMArena in Le Mans.

2021 REVENUE

VINCI AUTOROUTES

€5,550 M

VINCI AIRPORTS

€1,188 M

OTHER CONCESSIONS

€309 M

^(*) At 12 January 2022.



Energy

VINCI has positioned its energy businesses as a key focus in its strategy. The business line's expertise in energy and information technologies is ideally aligned with the ecological transition and digital transformation under way – two long-term trends that underlie its products and services in these sectors, to fuel its future growth.

VINCI ENERGIES is fast-tracking the ecological transition by supporting two major shifts: digital transformation and the energy transition. Keeping pace with its markets, VINCI Energies integrates bespoke multitechnical solutions and services to help its customers roll out technologies, from design to implementation, operation and maintenance. With their strong regional roots, agile organisational structure and innovative drive, VINCI Energies' 1,800 business units operating in 57 countries are at the heart of their customers' energy choices, infrastructure and processes, helping to make them more reliable, safer, more efficient and more sustainable day after day.

On 31 December 2021, VINCI finalised the acquisition of ACS's energy business **COBRA IS**. Its integration will be a powerful driver of growth. Its business and geographical footprint are a complementary fit with VINCI Energies: it possesses acknowledged expertise in delivering large EPC (Engineering, Procurement and Construction) projects in the energy sector and is well established in the Iberian Peninsula and Latin America.

2021 REVENUE

VINCI ENERGIES
€15,097 M



Construction

The new VINCI Construction business, born in 2021 when **VINCI CONSTRUCTION** and **EUROVIA** joined forces, is a global leader in building and civil engineering. It is organised into three complementary pillars – Major Projects, Specialty Networks and Proximity Networks – and brings together an unrivalled array of expertise and bases in some 100 countries. United by their strong culture as builders, its 115,000 people in 1,300 companies marshal their team engagement and innovative drive to support the energy, environmental and digital transitions across the building, civil engineering and infrastructure trades.

2021 REVENUE

VINCI CONSTRUCTION

€26,282 M



Property

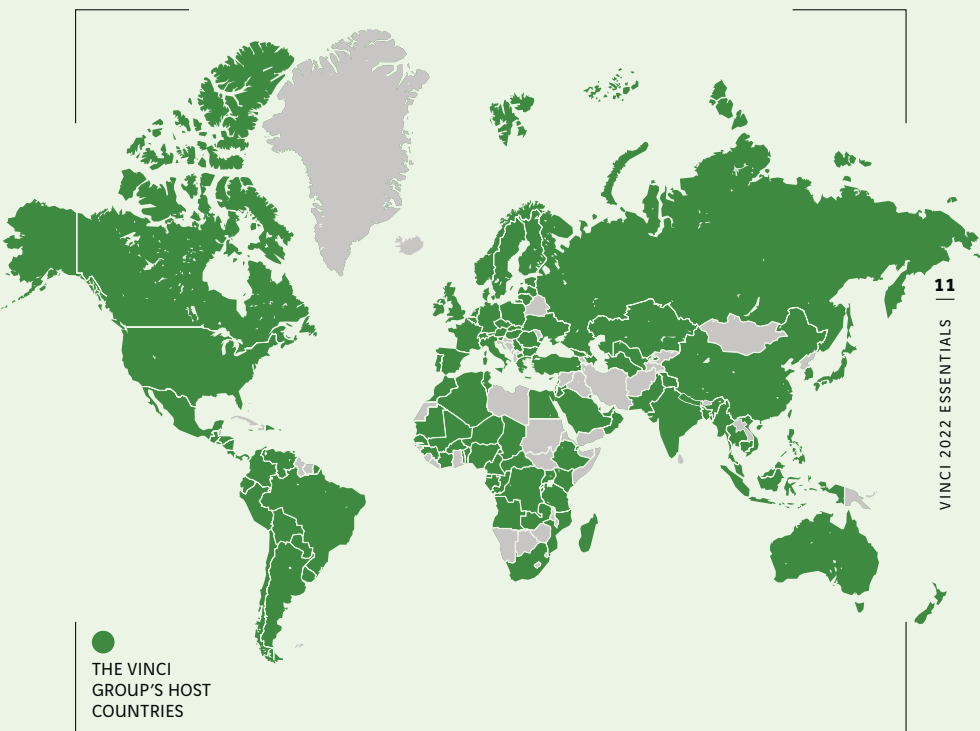
VINCI IMMOBILIER designs, builds and manages residential and business property programmes that contribute to social and economic development in their regions. VINCI Immobilier also operates senior, student and coliving residences offering a new experience to promote friendly community living and to serve users' needs.



2021 REVENUE

VINCI IMMOBILIER
€1,611 M

Operations in some 120 countries^(*)



KEY FIGURES

47%
REVENUE GENERATED
OUTSIDE FRANCE^(*)

€1.9 Bn
IN INVESTMENTS^(*)

280,000
WORKSITES^(*)

3,200
BUSINESS UNITS^(*)

8,000 km
OF MOTORWAYS

53
AIRPORTS

^(*) At 31 December 2021 excluding Cobra IS.





Entrenching the Group's all-round performance

In VINCI's culture and practices, environmental, social and workforce concerns are inseparable from the technical and economic performance of its projects and companies. The Group strives to entrench this responsible approach in its responses to the climate emergency and its contribution to inclusiveness and solidarity.



Implementing the Group's environmental ambition

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





ACT FOR THE CLIMATE

VINCI has pledged to reduce the carbon footprint of its activities (Scopes 1 and 2) by 40% by 2030, while helping its customers and infrastructure users to diminish their own impacts. Accordingly, the Group aims to curtail its indirect emissions (Scope 3) by 20% by 2030.

OPTIMISE RESOURCES THANKS TO THE CIRCULAR ECONOMY

VINCI is committed to limiting the footprint of its businesses by integrating them into the circular economy. To achieve this target, the Group is improving its design and production processes, reducing the extraction of virgin raw materials, and promoting reuse and more efficient techniques and behaviour.

PRESERVE NATURAL ENVIRONNEMENTS

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

2030 AMBITION



40%

reduction in direct greenhouse gas emissions (Scopes 1 and 2) compared with 2018 levels.

**14 Mt
(15%)**

of recycled aggregate mix out of Eurovia's total annual production.

Aim to achieve

0

net
LOSS
of biodiversity.



Encouraging inclusive growth

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





DEVELOP EMPLOYABILITY

VINCI is committed to improving its employees' employability by developing their skills through training and building attractive, long-term careers. The aim is to contribute to their mobility and professional fulfilment.

PROMOTE INCLUSION AND DIVERSITY

VINCI seeks to promote equal opportunity and prevent all forms of discrimination in its businesses. The commitment to promoting gender diversity – especially in management – was strengthened. The percentage of women in management positions was 21.6% in 2021 (24.4% in France), an increase of six percentage points in 10 years.

SHARE THE BENEFITS OF PERFORMANCE

For the past 25 years, VINCI has applied an ambitious employee shareholder policy involving as many of its employees as possible in sharing the Group's success and the benefits of its performance. The employee share ownership plan is combined with an employer contribution scheme encouraging more modest savings. At the end of 2021, more than 160,000 current and former employees, in France and internationally, collectively owned nearly 10% of VINCI's share capital.

RESPECT HUMAN RIGHTS

In all countries where it operates, VINCI has a responsibility to prevent risks of human rights violations and pays particular attention to five areas:

- recruitment practices and migrant labour;
 - working conditions;
 - living conditions;
 - practices relating to subcontractors and temporary employment agencies;
 - relations with local communities.
- Guidelines have been issued for each of these areas, and apply to all VINCI businesses and locations.

2021 PERFORMANCE (*)



19 hours

of training on average
per employee.

€358 M

paid out in 2021 to employees
in France through employer
contributions, profit-sharing, incentive
and retirement savings plans.



72%

of employees in
high-priority
countries covered
by human rights
assessments.

(*) Excluding Cobra IS.



Guaranteeing safety

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





PROMOTE A SAFETY CULTURE

VINCI focuses on creating a true safety culture from the highest executive levels down to managers and site teams. Its health and safety policy is overarching and aims to prevent all occupational risks in this area, as well as psychosocial risks. It also aims to ensure quality of life in the workplace and the redeployment of employees who have suffered a workplace accident or occupational illness.

INCREASE PREVENTION INITIATIVES

Group companies implement strict procedures and multiple systems to ensure their employees' safety: upstream risk analysis, circulation of safety guidelines, 15-minute safety sessions that bring together all individuals involved at a worksite, reporting and analysis of near misses and accidents to identify their root causes, and training tailored to the industry, type of worksite and operational context.

ADAPT WORK ORGANISATION DURING THE HEALTH CRISIS

In this exceptional context, the entire safety network remains at the ready to adapt and implement appropriate measures to protect the health and safety of employees, operators and users, in consultation with the staff, representative bodies, national authorities and professional organisations.

2021 PERFORMANCE (*)

1.5 MILLION
training hours in
health and safety.



Lost-time workplace accident
frequency rate
5.74
(6.84 in 2016)

(*) Excluding Cobra IS.



Respecting ethical principles

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





ENGAGE ALL EMPLOYEES

VINCI expects the highest standards of conduct from each employee based on a sense of honesty, loyalty, respect for dignity and individual rights. The Code of Ethics and Conduct lays down principles of business ethics that apply in all circumstances, in all countries where the Group operates and to all companies and their employees. It is used in tandem with the Anti-corruption Code of Conduct, which details the rules concerning the prevention of all acts of corruption, notably identifying risks in business processes and defining conduct to be avoided.

INVOLVE PARTNERS AND SUBCONTRACTORS

The integrity and transparency requirement does not just apply to Group companies and employees, but also to its partners and subcontractors.

In addition to their technical expertise and ability to fulfil their duties, subcontractors are also assessed for their own commitment to respecting human rights and business ethics, and their respect for VINCI's values.

REPORT ISSUES VIA VINCI INTEGRITY

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

2021 PERFORMANCE (*)

The
34,000
key managers

at the Group have undertaken to comply with its ethical principles and apply them within the scope of their responsibility.



(*) Excluding Cobra IS.

A resilient business model that generates responsible and sustainable growth

VINCI's business model has developed historically from the complementary nature of its concessions, energy and construction activities. The Group's resilience also stems from its highly decentralised organisation and supportive management culture, which give its companies and people tremendous agility. Drawing on these solid fundamentals, VINCI will continue to implement its long-term strategy and to take a balanced approach in developing its three core businesses.

In this context of climate emergency, the environment is VINCI's strategic priority. The Group is tackling this issue by playing an active role in the ecological transition of the built environment, infrastructure and mobility. The ecological transition is therefore a powerful lever for the renewal of its expertise and solutions and a long-term driver of growth for its business activities.

The acceleration of innovation across the Group and its core businesses is part of this transformation, with the emergence of novel solutions and services that create environmental value. In addition to the multi-business initiatives driving innovation at Group level, which include Leonard, lab recherche environnement and La Fabrique de la Cité, each business line houses a platform to infuse innovation in its sphere of activity.



Photos: Patrick Berlan; Thomas Blanc; Yoann Bugnet; Philippe Castaño; Cyrille Dupont/The Pulses; Alain Montaufier; Jean-Philippe Moulet; Alexis Toureau; Photo libraries of VINCI and subsidiaries. All rights reserved. Several of the photographs in this document were taken before the pandemic, which explains why the people shown in them are not wearing face coverings or observing physical distancing measures. **Design and production:** **VAT** - wearetogether.fr — 2110_2551. **Translation:** Alto International.



1973, boulevard de La Défense
CS 10268
92757 Nanterre Cedex – France
Tel: +33 1 57 98 61 00

www.vinci.com



VINCI.Group



VINCI



@VINCI



An enhanced digital version
of the Essentials is available on
[https://www.vinci.com/vinci.nsf/
fr/page/essentials.htm](https://www.vinci.com/vinci.nsf/fr/page/essentials.htm)