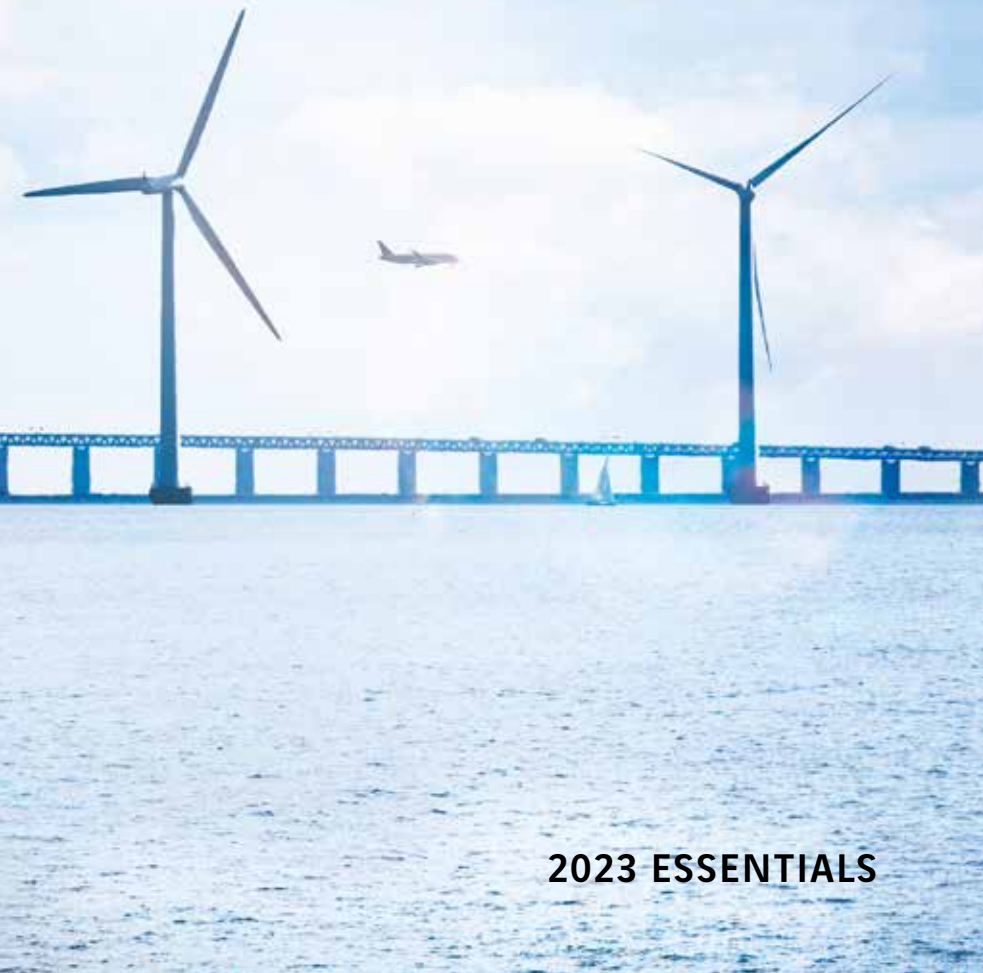


Forging a sustainable world.



VINCI is forging a sustainable world

A GLOBAL PLAYER

VINCI is a global player in concessions, energy and construction, operating in more than 120 countries.

AT THE CENTRE OF THE CHALLENGES FACING TODAY'S WORLD

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

SERVING A USEFUL PURPOSE AND CARING FOR THE PLANET

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

2022 KEY DATA

REVENUE

€61.7 BN

NET INCOME
ATTRIBUTABLE TO
OWNERS OF THE PARENT

€4,259 M

EMPLOYEES

272,000



Concessions

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

VINCI AUTOROUTES is France's leading motorway concession holder. The primary mission of its 5,574 employees is to ensure – whatever the circumstances – the maintenance and continuity of a public motorway service across its 4,443 km network, which is vital to the economy, society and regional accessibility. To tackle the climate crisis and biodiversity degradation, VINCI Autoroutes has pledged to transform motorways into low-carbon infrastructure and improve their integration in natural environments.

VINCI AIRPORTS is the world's leading private operator in its sector, managing 65 airports across 12 countries. VINCI Airports develops, finances, builds and manages airports, leveraging its investment capacity and know-how in optimising operational performance, modernising infrastructure and steering their environmental transition.

VINCI HIGHWAYS finances, builds, operates and maintains motorways, bridges, tunnels, urban roads and toll services over a 4,100 km network in 15 countries, drawing on its know-how as a global mobility operator to apply the highest standards of operational performance, safety and service quality.

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

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

2022 REVENUE

VINCI AUTOROUTES

€6,003 M

VINCI AIRPORTS

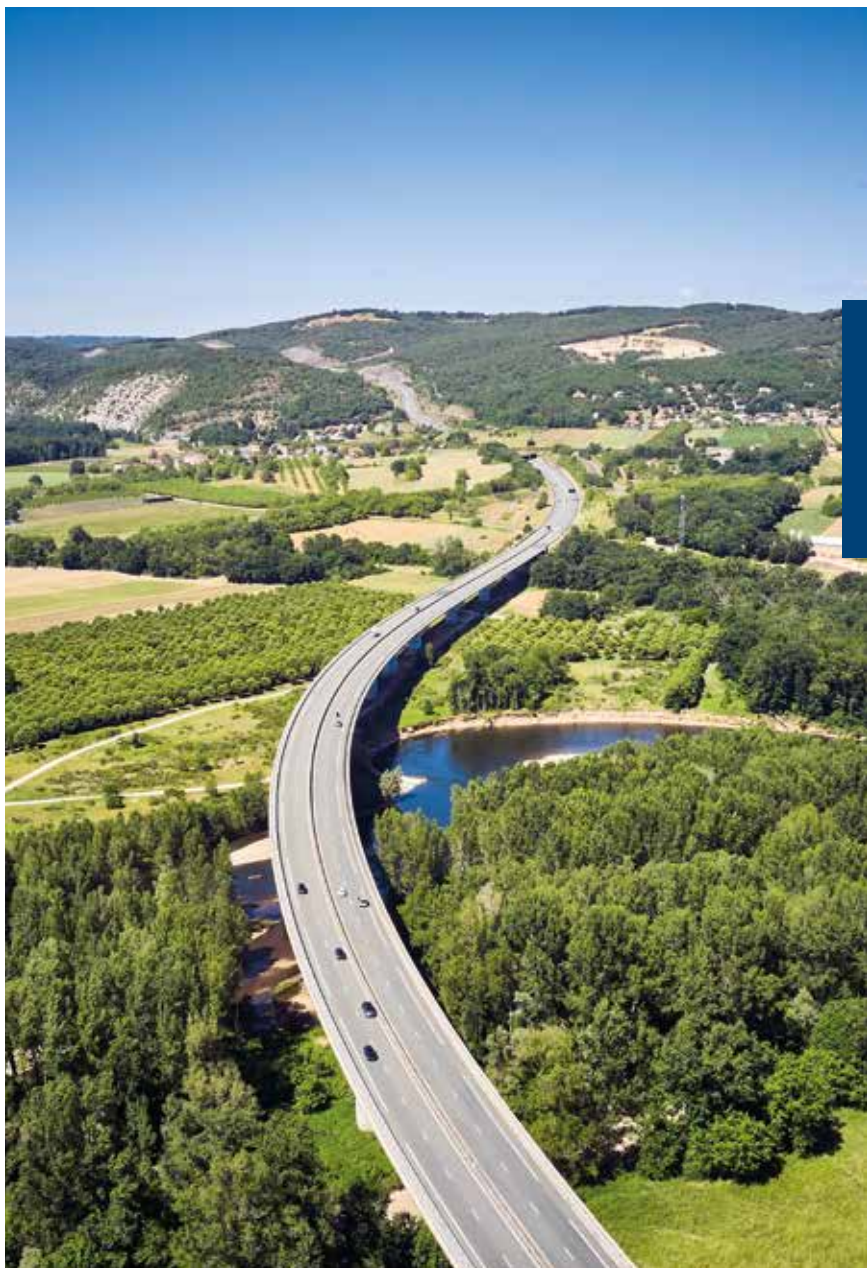
€2,679 M

VINCI HIGHWAYS

€328 M

OTHER CONCESSIONS

€151 M



Energy

VINCI ENERGIES

Energy sufficiency, the ecological transition and digital transformation are rapidly rising up the global agenda. These challenges are intensifying the need to modernise and refurbish buildings, infrastructure and industrial production sites to make them more reliable, energy-efficient and sustainable.

VINCI Energies supports its customers by deploying a wide array of expertise and bespoke multi-technical solutions. It relies on a network of 1,900 agile, innovative and locally rooted business units – bringing together 90,000 employees – that extends across 57 countries.

COBRA INDUSTRIAL SERVICES

With its 45,500 employees, Cobra IS is active in some 65 countries featuring a strong presence in Spain (its domestic market), Portugal and Latin America. It has solid experience in applied industrial engineering and specialised services in a wide range of sectors, including energy, industry, telecommunications and mobility. While primarily concentrated in its flow business, Cobra IS's activities also range to the development and financing of major renewable energy production projects under long-term contracts.

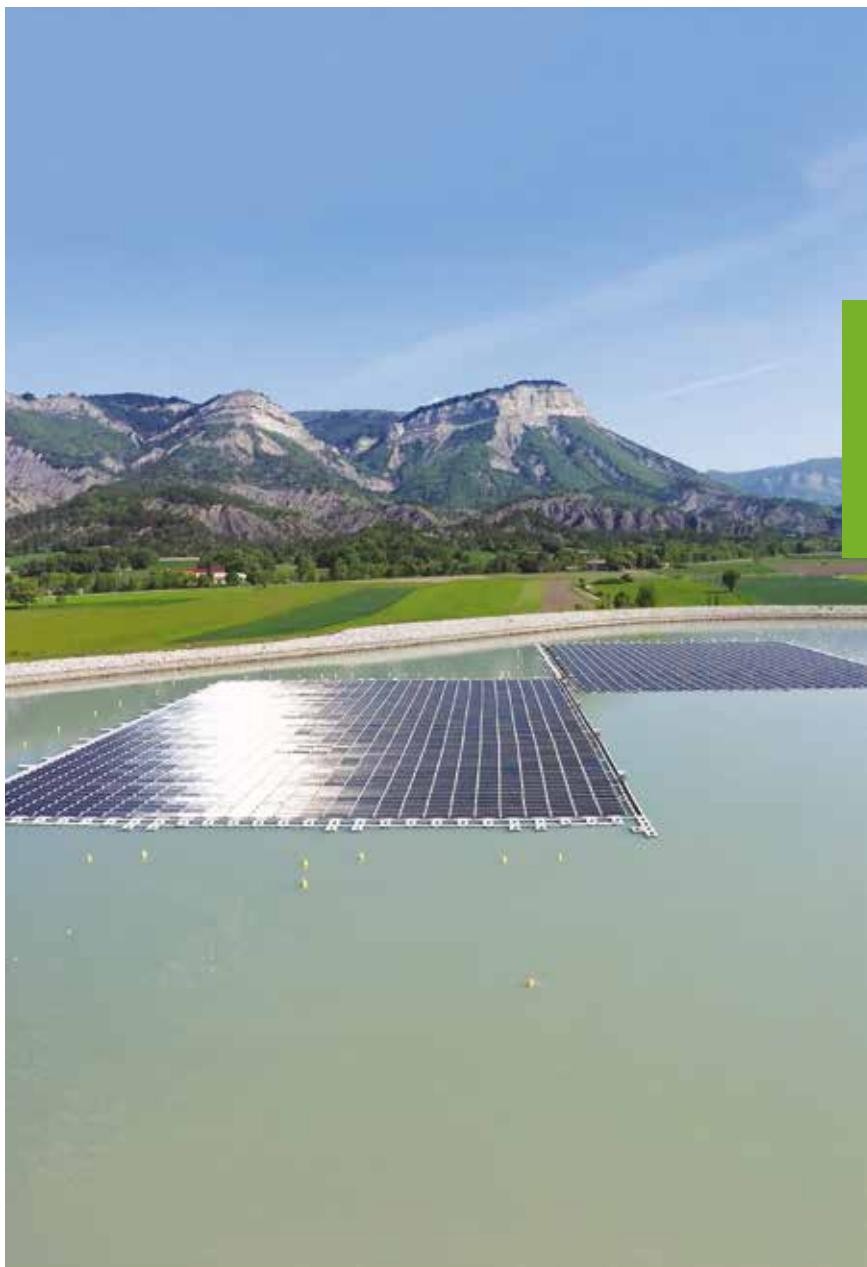
2022 REVENUE

VINCI ENERGIES

€16,748 M

COBRA IS

€5,520 M



Construction

VINCI CONSTRUCTION

operates in some 100 countries
with its 1,350 business units and
116,000 employees.

With operations structured around three
complementary pillars – Major Projects,
Specialty Networks and Proximity
Networks in France and abroad –
the company brings together a unique
range of expertise which it applies to
projects of all sizes, from day-to-day
operations to large infrastructure projects.
VINCI Construction aims to provide its
customers with sustainable and innovative
solutions by building structures that
support regional growth and will benefit
future generations.

2022 REVENUE

VINCI CONSTRUCTION

€29,252 M



**VINCI IMMOBILIER,**

a key player in property development in France, designs, builds and manages residential and business property programmes that contribute to social and economic development in their regions. VINCI Immobilier also operates senior, student and co-living residences that offer community spaces in harmony with users' needs. Its long-term environmental strategy positions it as a go-to property developer for land recycling projects.

2022 REVENUE

VINCI IMMOBILIER

€1,523 M

A business model that creates value in more than 120 countries



2022 KEY FIGURES

55%

Share of total activity
outside France

4,000

business units

314,000

worksites

8,543 km

of motorways

65

airports


272,000

employees

A force for good

For VINCI, the environmental, social and workforce dimensions are inseparable from the technical and economic performance of its projects and businesses.

The Group strives to embed this approach of all-round performance in its responses to the climate emergency and its contribution to a more inclusive society.





Deploying the Group's environmental ambition

VINCI is aware of the responsibility it bears, due to the nature of its business activities, but also recognises its ability to contribute positively to the environmental transition. That is why in 2020 the Group recast its 2030 environmental ambition, with a twofold objective: significantly reduce the direct impact of its activities and 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 its direct emissions (Scopes 1 and 2) by 40% by 2030 compared with 2018 levels and reduce its indirect upstream and downstream emissions (Scope 3) by 20% by 2030 compared with 2019 levels. This commitment has been validated by the Science Based Targets initiative (SBTi) and makes the Group's target-setting strategy consistent with a reduction "well below 2°C", while guaranteeing its methodological framework.

OPTIMISE RESOURCES THANKS TO THE CIRCULAR ECONOMY

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

PRESERVE NATURAL ENVIRONMENTS

VINCI aims to reduce its impacts on natural environments by aligning its businesses on long-term ecological challenges. To achieve this, 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. To protect water resources, VINCI addresses needs at the local level and promotes innovative hydraulic infrastructure and water treatment processes.



2022 PERFORMANCE



69%

of motorway service areas
equipped with electric vehicle
charging stations



38%

of electricity consumption from
renewable sources



13%

reduction in CO₂ emissions
from 2018, adjusted for the
impact of acquisitions

Encouraging inclusive growth

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

PROMOTE SUSTAINABLE EMPLOYABILITY

VINCI is committed to improving employability by developing its employees' skills through training and the creation of attractive and sustainable career paths that contribute to their professional fulfilment.

SHARE AND REDISTRIBUTE THE BENEFITS OF PERFORMANCE

At the end of 2022, around 160,000 current and former employees, in France and internationally, collectively owned nearly 10% of VINCI's share capital, making them the Group's largest shareholder. In 2022, VINCI launched universal social protection minimum standards, which

will be rolled out gradually through to the end of 2024. It will offer baseline guarantees to all employees under contract with a VINCI company, irrespective of their business line, category or country of operation, in two key areas of social protection: social insurance and parental benefits.

ACT TO PROMOTE INCLUSION AND DIVERSITY

VINCI seeks to foster equal opportunity and prevent all forms of discrimination in its businesses.

To ensure the practical application of this policy, the Group has created a network of inclusion and diversity coordinators totalling some 700 active members.

RESPECT HUMAN RIGHTS

In all the countries where it operates, VINCI has a responsibility to prevent the risk of human rights violations and exercises heightened vigilance in 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.



2022 PERFORMANCE



€450 M

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



22 hours

of training on average per employee



VINCI is ranked in the
Top 10
most attractive employers in France

Guaranteeing safety

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

PROMOTE A SAFETY CULTURE

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

The Group's health and safety policy is overarching, with the purpose of anticipating and preventing 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.

IMPLEMENT STRICT PROCEDURES AND MULTIPLE SAFETY SYSTEMS

Group companies have introduced multiple prevention initiatives 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.



2022 PERFORMANCE



2.5 million
training hours in health and safety
(including Cobra IS)



Lost-time workplace
accident frequency rate
5.71
(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 all the 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

The online whistleblowing platform called VINCI Integrity is available in five languages on the Group intranet and website. In addition to the systems specific to each entity, it enables employees and stakeholders to report any inappropriate behaviour in the areas of human rights, business ethics, environmental risks, and health and safety. It guarantees full traceability and anonymity.



2022 PERFORMANCE



45,000

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



31

languages of publication for the ethics, conduct and anti-corruption rules accessible to all employees

A resilient business model combined with a sustainable growth strategy

VINCI's business model gives it immense resilience.

The Group's strategy is to adapt and hone this robust model as it continues to develop across its three businesses – Concessions, Energy and Construction.

As it has diversified its areas of expertise, so has VINCI increasingly broadened into more and more international markets. In 2022, for the first time ever, the Group generated more of its revenue outside the country than in France – nearly 55%.

In addition to a broad range of businesses and markets, VINCI gains its resilience from its management approach. The Group's highly decentralised organisation and supportive management culture give its

companies and people tremendous agility in adapting to changes and unpredictability in their environment.

In this context of climate emergency, the environment is VINCI's strategic priority.

The Group aims to play an active role in the transition of the built environment, infrastructure and mobility.

VINCI welcomes the energy and environmental transition as a powerful lever for the renewal of its expertise and solutions and a long-term driver of growth for its business activities. The Group's policy of innovation is building opportunities in this transformation. As novel solutions and services emerge that create environmental value, promising activities open up for the Group.



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



VINCI.Group



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