

2024
ESSENTIALS



FORGING A SUSTAINABLE WORLD.



VINCI IS FORGING A SUSTAINABLE WORLD

2023 KEY DATA

Revenue

€68.8bn

Net income

attributable to

owners of the parent

€4,702m

Employees

280,000

⦿ A WORLD LEADER

VINCI is a world leader 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.



CONCESSIONS

2023 REVENUE

VINCI Autoroutes

€6,324m

VINCI Airports

€3,947m

VINCI Highways

€352m

Other concessions

€309m

VINCI finances, designs, 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 5,513 employees is to ensure – whatever the circumstances – the maintenance and continuity of a public motorway service across its 4,443 km network. To tackle the climate emergency, it is taking action to transform motorways – which are vital to providing access to the regions they serve and supporting local economic and social activity – into low-carbon infrastructure, in line with France's national strategy for decarbonising mobility.

⊙ VINCI AIRPORTS

is the world's leading private operator in its sector, managing 70 airports in 13 countries. Thanks to its expertise as a global integrator, it finances, develops, 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, designs, builds, operates and maintains motorways, urban roads, bridges, tunnels and digital toll services over a network covering more than 3,100 km in about 10 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

finances, designs, builds, maintains and operates rail and urban transport infrastructure. In France, it manages the South Europe Atlantic high-speed rail line, the GSM-Rail communications network and a part of the reserved lane 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.



VINCI Energies
€19,327m

Cobra IS
€6,495m

◎ VINCI ENERGIES

helps its customers push their energy transition and digital transformation forward by providing tailored multi-technical solutions ranging from design and build to operation and maintenance.

Its 2,000 agile, innovative business units are committed to making infrastructure, buildings and industrial processes more reliable, efficient and sustainable.

Together they make up a network with strong local roots that reaches across 61 countries.

◎ COBRA INDUSTRIAL SERVICES

is active in 65 countries, with a strong presence in Spain (its domestic market), Portugal and Latin America. It is a recognised expert in applied industrial engineering and specialised services, mainly in energy. While primarily concentrated in its flow business, Cobra IS's activities also range to large EPC (engineering, procurement and construction) projects and development, installation and long-term operation and maintenance of large renewable energy production assets.



CONSTRUCTION

2023 REVENUE

VINCI Construction

€31,459m

⊙ VINCI CONSTRUCTION

operates in some 100 countries with its 1,300 business units and more than 119,000 employees. It brings together an unparalleled array of expertise across the entire construction value chain, and aims to provide its customers with sustainable and innovative solutions aligned with the requirements of the energy transition, notably by building structures that support regional growth, preserve the environment and will benefit future generations.



◎ **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. It 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.

2023 REVENUEVINCI Immobilier
€1,231m

OUR BUSINESS MODEL CREATES VALUE IN MORE THAN 120 COUNTRIES



2023 KEY FIGURES

57%
of total revenue
generated outside France

4,000
business units

308,000
worksites

> 7,500 km
of motorways

More than
70 airports

2,500
patents in effect
around the world

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. It has recast its environmental ambition looking at 2030, 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% from 2018 levels by 2030 and reduce its indirect upstream and downstream emissions (Scope 3) by 20% from 2019 levels by 2030. This target has been validated by the Science Based Targets initiative (SBTi) and means that the Group's targets are aligned with the well below 2°C scenario, while guaranteeing its methodological framework.

Optimise resources thanks to the circular economy

VINCI intends to limit the footprint of its activities 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, promoting reuse and recycling, and favouring efficient techniques and behaviour.

Performance in 2023



100%

of VINCI Autoroutes service areas equipped with electric charging stations.



49

airports operated by VINCI Airports use no phytosanitary products.



14%

reduction in direct greenhouse gas emissions from 2018 to 2023 (Scopes 1 and 2, adjusted for the impact of acquisitions).



Preserve natural environments

VINCI aims to reduce its impacts 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. To protect water resources, VINCI addresses needs at the local level and promotes innovative hydraulic infrastructure and water treatment processes.

ENCOURAGING INCLUSIVE GROWTH

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



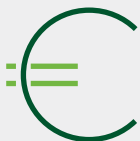
Promote sustainable employability

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 2023, around 166,000 current and former employees, in France and internationally, collectively owned 10.2% of VINCI's share capital, making them the Group's largest shareholder. In 2023, the Group continued to implement its universal social protection minimum standard, 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.

Performance in 2023



€490 million

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.

(Source: Universum ranking).

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 569 active members.

Respect human rights

In all the countries where it operates, VINCI has a responsibility to prevent the risk of human rights violations. It 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.

For each of these areas, guidelines have been enacted and apply to all VINCI businesses and locations.

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 culture of safety

VINCI focuses on promoting a true safety culture from the highest executive levels down to managers and site teams. This approach applies to all individuals – employees, temporary staff and 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 and aims to anticipate and prevent all occupational risks and 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.



Performance in 2023



2.6 million
hours of training
in health and safety.



Frequency rate for lost-time
workplace accidents:

5.66

Strict procedures and safety systems

Group companies implement multiple approaches 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.

RESPECTING ETHICAL PRINCIPLES

VINCI has adopted a rigorous 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 commitment to complying with human rights and business ethics, and their commitment to VINCI's values.

Performance in 2023



79,000

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



54,000

managers had undertaken, as at end-2023, to comply with and enforce the Code of Ethics and Conduct and the Anti-corruption Code of Conduct within their scope of responsibility.

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 external 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 of all discussions, and the protection of whistleblowers.

A RESILIENT BUSINESS MODEL COMBINED WITH A SUSTAINABLE APPROACH TO GROWTH

VINCI's business model is stable in its fundamentals and can be applied to ever-expanding geographies and areas of expertise. This stability and versatility are what gives it such 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.

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 gives its companies and people tremendous agility in adapting to changes and unpredictability in their environment. Drawing on these solid and shared

fundamentals, VINCI will continue to implement its long-term strategy. 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 transition of the built environment, infrastructure and mobility. VINCI welcomes the energy and environmental transition as a powerful driver for adding new expertise and solutions while supporting its business activities' long-term growth. 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's business lines.



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