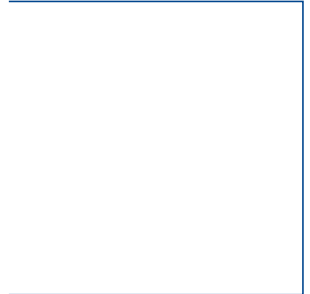




**2026  
ESSENTIALS**



# VINCI IS FORGING A SUSTAINABLE WORLD

## A world leader

VINCI is a world leader in concessions, energy solutions 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.

## Creating value

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.



### 2025 KEY FIGURES

REVENUE  
**€74.6bn**

NET INCOME ATTRIBUTABLE  
TO OWNERS OF THE PARENT  
**€4,903m**

EMPLOYEES  
**294,000**



# CONCESSIONS

Concessions represent a core component of VINCI's long-term strategy.

VINCI Concessions is the world's leading private airport operator and the largest private motorway concessions company. As the concession model is growing rapidly throughout the world, VINCI Concessions continues its strategy to expand its infrastructure portfolio outside France and extend its average maturity. Structural demand for mobility, along with the large investments needed to adapt transport infrastructure to low-carbon uses while reinforcing its climate resilience, will provide a long-term boost to transport infrastructure concessions.

**VINCI AIRPORTS**, the world's leading private operator in its sector, manages a network of more than 70 airports across 14 countries. As a global integrator, VINCI Airports finances, develops, builds and manages airports, leveraging its investment capacity and know-how to optimise operational performance, modernise infrastructure and steer their environmental transition.

**VINCI AUTOROUTES** designs, finances, builds and operates motorways in France. With a network of 4,443 km, it is the country's leading motorway concession holder.

Its primary mission is to ensure network maintenance, customer safety and the continuity of a public motorway service in all circumstances.

VINCI Autoroutes is taking action to transform motorways – which are vital to providing access to the regions they serve and supporting the local economy and communities – into low-carbon, resilient infrastructure, in line with public policies on decarbonisation and climate change adaptation.

**VINCI HIGHWAYS** designs, finances, builds, operates and maintains a network covering almost 3,750 km of motorways, urban roads, bridges and tunnels in 13 countries. The division draws on its know-how as a global mobility operator to apply the highest standards of operational performance, safety and service quality.

## OTHER CONCESSIONS

VINCI designs, finances, builds, maintains and operates rail and urban infrastructure. In France, it manages the South Europe Atlantic high-speed rail line (SEA HSL) between Tours and Bordeaux, and two large sports venues: the Allianz Riviera in Nice (south-east France) and the Marie-Marvingt stadium in Le Mans (north-west France).

### 2025 REVENUE

VINCI AIRPORTS	VINCI AUTOROUTES	VINCI HIGHWAYS	OTHER CONCESSIONS
€4,796m	€6,733m	€543m	€148m



# ENERGY SOLUTIONS

Thanks to VINCI Energies and Cobra IS, VINCI is a global player operating across the energy-related infrastructure and services value chain. The Group leverages its expertise in energy and mobility infrastructure, industry, building solutions and information technology to help its customers around the world work towards their emissions reduction and digital transformation goals.

**VINCI ENERGIES** is supporting the environmental, energy and digital transitions via tailored technologies and multi-technical solutions ranging from design and build to operation and maintenance. Its 2,200 agile, innovative business units have deep local roots in the 60 countries where they operate, and are committed to making infrastructure, buildings and industrial processes more reliable, efficient and sustainable.

**COBRA IS** is active in 65 countries and a major player in Spain, its domestic market, along with Portugal and Latin America.

Cobra IS is an expert in applied engineering and specialised services in energy, as well as in industry, telecommunications and mobility. Flow business generates the greater part of its activity.

Cobra IS also takes part in large EPC (engineering, procurement and construction) projects, chiefly in the energy sector.

Its skill set extends across the energy value chain, encompassing development, financing, installation and long-term operation and maintenance of renewable energy production assets, notably including photovoltaic systems.



## 2025 REVENUE

VINCI ENERGIES  
**€21,608m**

COBRA IS  
**€8,004m**

# CONSTRUCTION

VINCI boasts an unparalleled array of expertise across the entire construction value chain, and its combined global and local business organisation provides it with optimal market coverage in sectors powered by the environmental transition and its implications for infrastructure and buildings. One of VINCI's earliest business lines, VINCI Construction has long shaped the Group's entrepreneurial culture and grown into a global construction industry leader. VINCI Immobilier continues to transform its property development business by striving to achieve its no net land take target by 2030.

**VINCI CONSTRUCTION** operates across the globe through 1,300 business units organised into three complementary pillars: Proximity Networks, Specialty Networks and Major Projects. VINCI Construction leverages its expertise and innovative solutions to deliver structures that serve a useful purpose in cities and regions and for future generations.

**VINCI IMMOBILIER**, a leading player in land recycling, primarily operates in areas that have already been urbanised or where the soil has already been sealed, in France, Monaco and Poland. It is active in the residential market (housing and serviced residences), business property market (offices, hotels, other commercial premises and third places) and large urban redevelopment programmes. VINCI Immobilier was the first property developer to pledge to reach no net land take in France by 2030.



## 2025 REVENUE

VINCI CONSTRUCTION  
**€32,137m**

VINCI IMMOBILIER  
**€1,105m**

# Our business model creates value in more than 120 countries.

Five countries account for **70%** of the Group's revenue: France, the United Kingdom, Germany, Spain and the United States.



## 2025 KEY FIGURES



**59%**  
of total revenue  
generated outside France



**4,300**  
business units



**386,000**  
worksites<sup>(\*)</sup>



Close to  
**8,200 km**  
of motorways



More than  
**70** airports

*(\*) Estimate.*

For VINCI, the environmental, social and ethical 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.



# A force for good



## Guaranteeing safety

As stated in the commitment of the VINCI Manifesto “Together! Strive for zero accidents”, employee safety remains the Group’s number one priority. VINCI rejects the idea that workplace accidents are unavoidable.

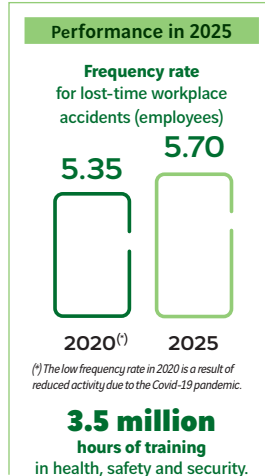


VINCI’s businesses are exposed to several major risks (falling from heights, moving heavy loads, electrical hazards, collisions with worksite machinery). These risks are difficult to control due to the nature of the Group’s operations, which involve multiple worksites, a variety of settings, simultaneous activities and third parties.

**Its true safety culture** has been instrumental in achieving better results than most of the Group’s peers. This culture and approach

apply 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 aims to **eliminate all accidents** by adhering to rigorous methods: safety by design, ongoing risk assessment, implementation procedures, appropriate collective and personal protection equipment, training, and continuous feedback. VINCI’s health and safety



policy is implemented under the direct oversight of managers, who are responsible for spreading the safety culture on a daily basis. In the field, the accident prevention programme is managed by a network of 2,850 health and safety employees. And progress is tangible: in 2025, 76% of VINCI companies reported no lost-time workplace accidents, proving that the target can be reached. Safety is an everyday goal, and VINCI’s Chief Executive Officer has initiated a collective campaign and made safety a key priority, with the support of the Board of Directors.



## 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 the employability of its employees by developing their skills through training and building attractive, sustainable career paths. This ambition contributes to their professional fulfilment and is reflected in solid training programmes and a managerial environment that fosters inclusion, autonomy and responsibility.

### Share and redistribute the benefits of performance

For nearly 30 years, VINCI has pursued an ambitious employee share ownership policy involving as many of its employees as possible in the Group's success and the benefits of its performance. At end-2025, more than 176,000 current and former employees in France and abroad collectively held 11.3% of VINCI's share capital, making them the Group's largest shareholder.



#### Performance in 2025



**24 hours**

of training on average per employee.

More than **8,500** young people enrolled in work-based training programmes in the Group.



Nearly **€589 million** paid out to employees in France through employer contributions to employee savings plans, retirement savings plans and all profit-sharing and incentive plans in effect.

Also in 2025, more than 14,000 children of employees worldwide benefited from a free-of-charge online tutoring service.

### Act to promote inclusion and diversity

VINCI seeks to foster equal opportunity and prevent all forms of discrimination in its businesses. The Group is committed to promoting gender diversity, and has set a target to increase both the percentage of women in management positions and the percentage of women members on the Group's management committees to 30% by 2030. It also continues to roll out its concerted policy to support the employment of people with disabilities.

### 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 this area. Guidelines have been included in VINCI's Guide on Human Rights, which applies to all Group businesses and locations.

#### Performance in 2025



VINCI is ranked in the **TOP 15** most attractive employers in France by business and engineering schools (source: *Universum ranking - 5 years post-secondary education*) and is No. 1 in terms of "autonomy and empowerment" for engineering students.

At the end of 2025, human rights assessments covered a total of nearly

**45,000**

VINCI employees, i.e. nearly

**24%**

of the Group's workforce outside France and

**67%**

of the workforce in non-OECD countries.



## 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

The Group expects the highest standards of conduct from each employee based on a sense of honesty, loyalty, respect for dignity and individual rights. The Group's Code of Ethics and Conduct lays down all the principles of business ethics that apply to all its businesses and employees in all circumstances, and to all countries where it operates. 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.



Performance in 2025

also assessed for their commitment to complying with human rights and business ethics, and their commitment to VINCI's values.



**100,000**  
employees were trained  
in the prevention  
and detection of acts  
of corruption.

### 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 all other 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.

### 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



## Stepping up action to deliver on the Group's environmental ambition

Forging the sustainable transformation of living environments, infrastructure, mobility and the energy transition at a local level.



VINCI fully embraces its responsibility to deliver on its 2030 environmental ambition, with its twofold objective: significantly reduce the direct impact of its activities and help to shrink the footprint of its customers, users, suppliers and partners through shared

solutions. This environmental ambition is structured into the three interdependent pillars below.

### Act for the climate

VINCI aims to reduce its direct emissions (Scopes 1 and 2) by 40% by 2030 from 2018 levels and reduce its

#### Performance in 2025



**26%**

reduction in greenhouse gas emissions (Scopes 1 and 2) between 2018 and 2025.



**81**

out of 86 concession sites using no plant protection products.



**46%**

of electricity used from renewable sources.



**47%**

of reclaimed asphalt pavement from VINCI Autoroutes recycled at its own worksites.



indirect upstream and downstream emissions (Scope 3) by 20% by 2030 from 2019 levels. These targets, validated by the Science Based Targets initiative (SBTi), align VINCI with the well below 2°C scenario, within a robust methodological framework.

### Optimise resources thanks to the circular economy

VINCI is committed to reducing the footprint of its activities by adopting a circular economy approach. This strategy is structured into three complementary

areas of action: promoting the use of construction techniques and materials that economise on natural resources; increasing the supply of recycled materials and processing facilities, especially in road activities; improving waste sorting and recovery by creating specific channels and raising user awareness.

### Preserve natural environments

VINCI aims to limit its impacts on natural environments and adapt its businesses to long-term ecological challenges.

The Group applies the avoid, reduce, compensate hierarchy and aims to achieve no net loss of biodiversity by 2030. This strategy focuses on four areas: strengthening governance, improving knowledge, reducing the pressures on biodiversity of the Group's activities and developing the restoration of natural environments.

## A SUSTAINABLE GROWTH TRAJECTORY

VINCI designs, builds and operates vital infrastructure for communities and people, and its businesses meet long-term needs that are already at work and growing stronger. The digital revolution, accelerating energy transition and electrification shift are giving rise to opportunities for the Group's Energy Solutions business, while soaring demand for mobility, the environmental transition and ongoing urbanisation are buoying the Concessions and Construction businesses. Governments' increasing emphasis on energy and industrial sovereignty is an additional factor driving growth across VINCI's businesses. The Group's multi-local organisation, which gives it the agility to respond fast, combined with its capabilities for innovation and foresight, enable it to harness these trends.

In this high-growth environment, VINCI is intent on maintaining a disciplined balance between long-cycle and short-cycle activities while furthering its international expansion. The Group's fundamentals and culture – the complementarity between flow business and major projects, its decentralised management approach, and its ability to interlink global vision and local action – enable it to look to the future with confidence and assurance. VINCI will continue to strengthen its leadership positions by combining operational excellence, value creation and all-round performance.





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



[www.vinci.com](http://www.vinci.com)