



FORGING A SUSTAINABLE WORLD



VINCI IS FORGING A SUSTAINABLE WORLD

A WORLD LEADER

VINCI deploys its concessions, energy and construction business activities through 3,200 business units in some 120 countries.

A RESPONSIBLE GROUP

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

A PRIVATE SECTOR PARTNER WORKING IN THE PUBLIC INTEREST

Powered by our economic performance and the engagement of our 218,000 employees, we forge a more sustainable world and fully embrace our role as a private sector partner working in the public interest.

2020 KEY DATA

REVENUE

€43.2 Bn

NET INCOME
ATTRIBUTABLE TO
OWNERS OF THE PARENT

€1,242 M

EMPLOYEES

217,731



CONCESSIONS

VINCI designs, finances, builds and operates transport infrastructure and public amenities under public-private partnership agreements, contributing to the development of mobility and communities.

VINCI AUTOROUTES is

France's leading motorway concession holder. The mission of its 6,000 employees is to ensure – whatever the circumstances – network maintenance and the continuity of a public motorway service, which is vital to the economy, society and regional accessibility. As it is committed to the ecological transition, VINCI Autoroutes is adapting the way it operates and transforming its infrastructure to foster new practices that help decarbonise road travel.

VINCI AIRPORTS is the world's leading private operator in its sector. Thanks to its expertise as a global integrator, it develops, finances and builds airports, and currently manages 45 of them worldwide, leveraging its investment capacity and know-how in optimising operational

performance, modernising infrastructure and steering their environmental transition.

VINCI HIGHWAYS designs, builds, finances and operates almost 3,800 km of motorways, bridges, tunnels and urban roads in 13 countries.

VINCI RAILWAYS manages France's second-most used rail line, the South Europe Atlantic high-speed line, built by the Group, and the GSM-Rail telecommunications system, which covers 16,000 km of track in the national rail network.

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.

2020 REVENUE

VINCI AUTOROUTES

€4,613 M

VINCI AIRPORTS

€990 M

OTHER CONCESSIONS

€235 M



ENERGY

VINCI Energies is fast-tracking the rollout of new technologies to support two major shifts: energy transition and digital transformation. With their strong regional roots, agile organisational structure and innovation drive, its 1,800 business units across 55 countries are making buildings, factories, energy, transport and communication infrastructure and information systems more reliable, safer, more efficient and more sustainable day after day.

2020 REVENUE

VINCI ENERGIES**€13,661 M**



CONSTRUCTION

VINCI Construction and Eurovia joined forces in 2021 to become the new VINCI Construction business line, bringing together 115,000 people in more than 1,000 companies. The buildings, structures and infrastructure it delivers improve living environments, mobility and economic competitiveness in cities and regions. VINCI Construction is now organised into three complementary pillars – networks of specialist subsidiaries, major projects and networks of local subsidiaries – which combine an unparalleled array of expertise and sites, spanning some 100 countries. Its teams share a same culture as builders and the same vision of all-round performance, and are leveraging their capacity to engage and innovation drive to support their customers in a world navigating ecological, energy and digital transitions.

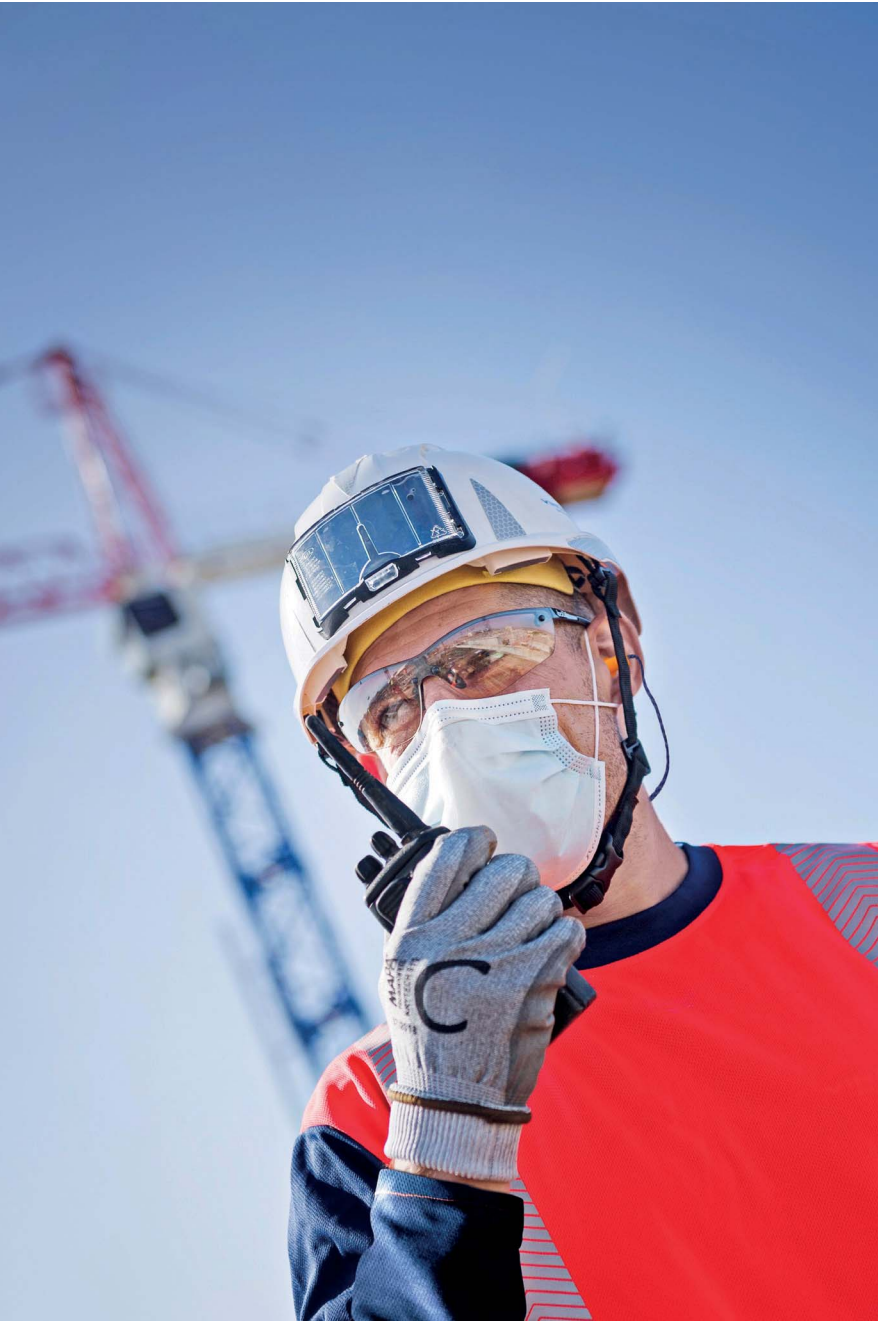
2020 REVENUE

EUROVIA

€9,575 M

VINCI CONSTRUCTION

€13,641 M



VINCI IMMOBILIER



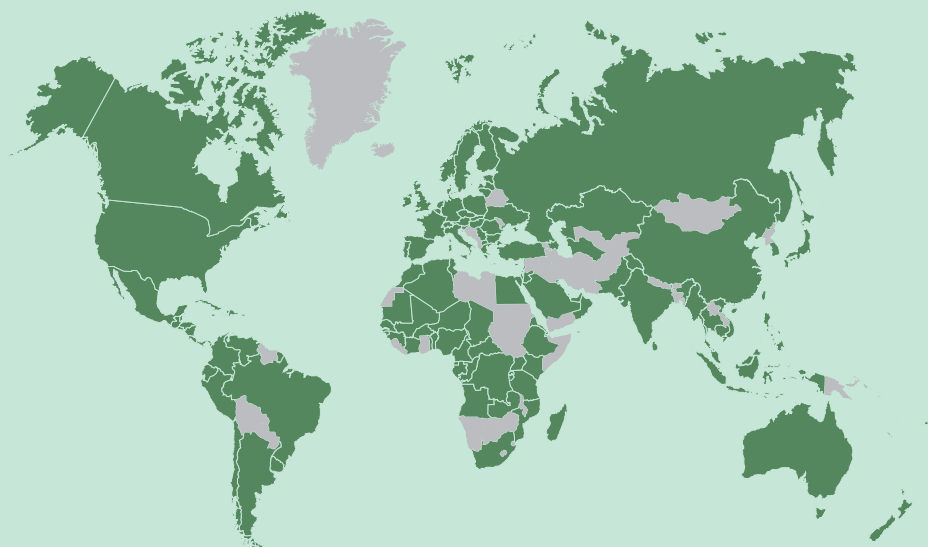
VINCI Immobilier designs, delivers and manages residential and business property programmes that contribute to economic and social development in cities. VINCI Immobilier also operates serviced senior and student residences and coliving housing, which provide a new experience centred around conviviality and users' requirements.

2020 REVENUE

VINCI IMMOBILIER

€1,189 M

THE VINCI GROUP'S HOST COUNTRIES



2020 KEY FIGURES

47%
OF REVENUE
GENERATED OUTSIDE
FRANCE

OPERATIONS IN SOME
120 COUNTRIES

270,000
WORKSITES

3,200
BUSINESS UNITS

8,000 KM
OF MOTORWAYS

45
AIRPORTS





SUPPORTING ALL-ROUND PERFORMANCE

VINCI, because its infrastructure has a major impact on cities, regions and their citizens, aims for technical, economic, environmental and social performance in a long-term relationship with all its stakeholders.

IMPLEMENTING THE GROUP'S ENVIRONMENTAL AMBITION

Responding to the climate emergency, VINCI is acting faster to reduce its impact, transform its businesses and create innovative solutions, by stepping up its commitments. The Group's environmental ambition covers three areas.

ACTING FOR THE CLIMATE

VINCI is taking action to reduce its greenhouse gas emissions in line with the commitments of the Paris Climate Agreement, and aims to reduce its direct emissions (Scopes 1 and 2) by 40% by 2030 (against its 2018 baseline). For concessions, the target is a 50% reduction for the same period.

OPTIMISING 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

2030 AMBITION

40%

REDUCTION IN GREEN-
HOUSE GAS EMISSIONS

90%

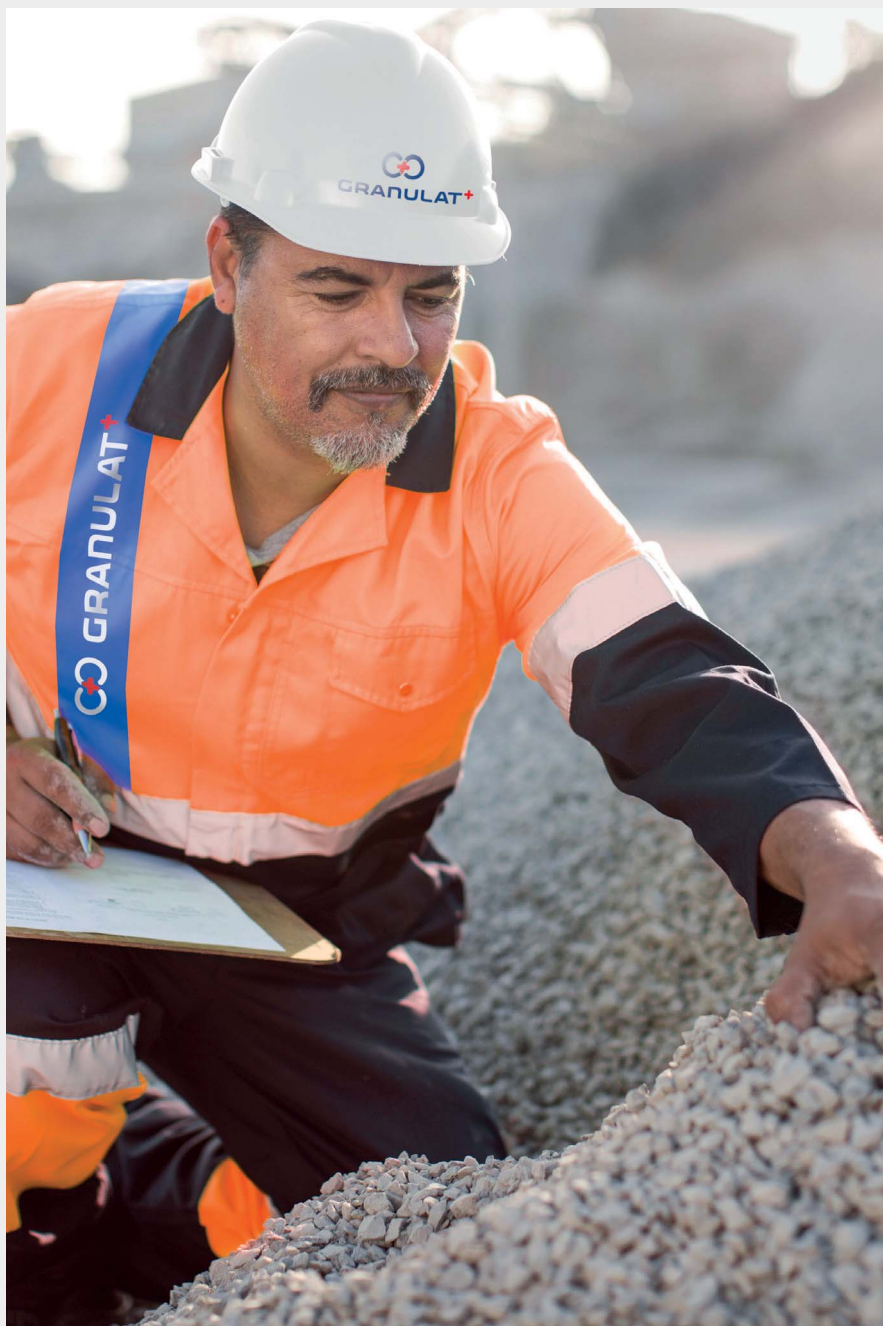
LOW-CARBON
CONCRETE USED BY
VINCI CONSTRUCTION

AIMING TO ACHIEVE
NO NET LOSS
OF BIODIVERSITY

production processes, reducing the extraction of virgin raw materials, and promoting reuse and more efficient techniques and behaviour.

PRESERVING NATURAL ENVIRONMENTS

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.



ENCOURAGING INCLUSIVE GROWTH

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

PROMOTING GENDER BALANCE

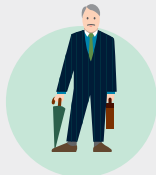
VINCI seeks to promote equal opportunity and prevent all forms of discrimination in its businesses. It has stepped up its commitment to enhancing diversity, in particular in management. VINCI has set a target to increase the percentage of women reaching management positions through hiring or promotion to 28% by 2023 (from 21.1% in 2020).



21.1%
WOMEN MANAGERS
IN 2020

FOSTERING INCLUSION, INDEPENDENCE AND RESPONSIBILITY

VINCI is committed to building attractive, long-term careers. It aims to offer current and future employees a range of opportunities to express the full spectrum of their human qualities in a managerial environment that promotes inclusion, independence and responsibility.



€448 M
PAID OUT IN 2020
TO EMPLOYEES
THROUGH EMPLOYER
CONTRIBUTIONS AND
EMPLOYEE PROFIT-
SHARING, INCENTIVE
AND RETIREMENT
SAVINGS PLANS

SHARING THE BENEFITS OF PERFORMANCE

VINCI is attentive to sharing the benefits of its performance with

€10 M
EXCEPTIONAL FUNDING
PAID BY VINCI IN 2020
TO THE FOUNDATION
VINCI POUR LA
CITÉ, TO SUPPORT
SOLIDARITY DURING
THE PANDEMIC

its employees. Its employee share ownership plan includes an employer contribution scheme encouraging more modest savings. At the end of 2020, nearly 170,000 current and former employees, in France and internationally, collectively owned nearly 9% of VINCI's share capital.

RESPECT FOR HUMAN RIGHTS

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

- recruitment practices and labour migration;
- working conditions;
- accommodation conditions;
- subcontractor and temporary employment agency practices;
- relations with local communities.

Guidelines have been provided for each of these areas, and apply to all VINCI businesses and locations.



GUARANTEEING SAFETY

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

PROMOTING 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 anticipate and prevent all occupational risks in this area. Employee representatives also play a key role in risk prevention, as health and safety are crucial issues in social dialogue.

SUBCONTRACTOR AND CUSTOMER AWARENESS

Accident prevention is a prerequisite included in relations with subcontractors, especially by sharing guidelines and best practices that often go beyond regulatory requirements. These operations also target the



NUMBER OF HOURS IN
HEALTH AND SAFETY
TRAINING:

1,308,431

IN 2020



LOST-TIME WORK-
PLACE ACCIDENT
FREQUENCY RATE:

5.32

IN 2020
(7.08 IN 2015)

customers of infrastructure. The VINCI Autoroutes Foundation for Responsible Driving conducts actions year-round to improve awareness of responsible driving and the risks associated with drowsiness at the wheel, which is the leading cause of motorway fatalities.

ADAPTING WORK ORGANISATIONS DURING THE PANDEMIC

In the exceptional context of the health crisis, work organisation and operating methods were adapted within the Group's companies. Focus has been on information and training in the new prevention measures and procedures. Special Covid representatives were designated at all work-places and construction sites.



RESPECTING ETHICAL PRINCIPLES

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

INVOLVING 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 to all Group 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.

INCLUDING PARTNERS AND SUBCONTRACTORS

The integrity requirement also applies to the Group's partners and subcontractors. In addition



EMPLOYEES TRAINED
IN CORRUPTION
PREVENTION AND
DETECTION:

22,000
IN 2020

to their technical expertise and ability to fulfil their duties, partners and subcontractors are also assessed for their own commitment to respecting human rights and business ethics.

THE VINCI INTEGRITY WHISTLEBLOWING SYSTEM

The online whistleblowing platform called VINCI Integrity is available in five languages on the Group intranet and website. This system 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.



- COMMITTED TO ECOLOGICAL TRANSITION
- INNOVATING TO STIMULATE TRANSFORMATION IN BUSINESS ACTIVITIES, PRODUCTS AND SERVICES
- CONSOLIDATING A RESILIENT MODEL
- PUSHING AHEAD WITH THE GROUP'S LONG-TERM STRATEGY

The world is in a climate emergency, making environmental protection a pivotal issue for VINCI. The Group plans to respond by fully embracing its role in facilitating the ecological transition of buildings, infrastructure and mobility. In fulfilling its environmental commitments, VINCI is aiming to significantly reduce its business activities' direct impact, while enabling customers, partners and infrastructure users to diminish their own footprints.

Stimulating innovation is an integral part of VINCI's strategy, and accelerates the transformation of its business activities, products and services. 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.

VINCI has grown historically by building on the synergy of its concessions, energy and construction businesses, which are complementary in terms of operation cycles and expertise. Over the years, VINCI has applied its value-creating business model to broader geographies and ever-expanding areas of expertise, making the Group a world leader in its sector. In buoyant markets, VINCI's business model delivers robust growth; in times of economic turbulence, it is a source of resilience.

Drawing on its solid fundamentals, VINCI will continue to implement its long-term strategy and to develop its business activities evenly, while addressing today's major challenges – ecological transition and new mobility and communication requirements –, all of which constitute buoyant markets for its companies.





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