



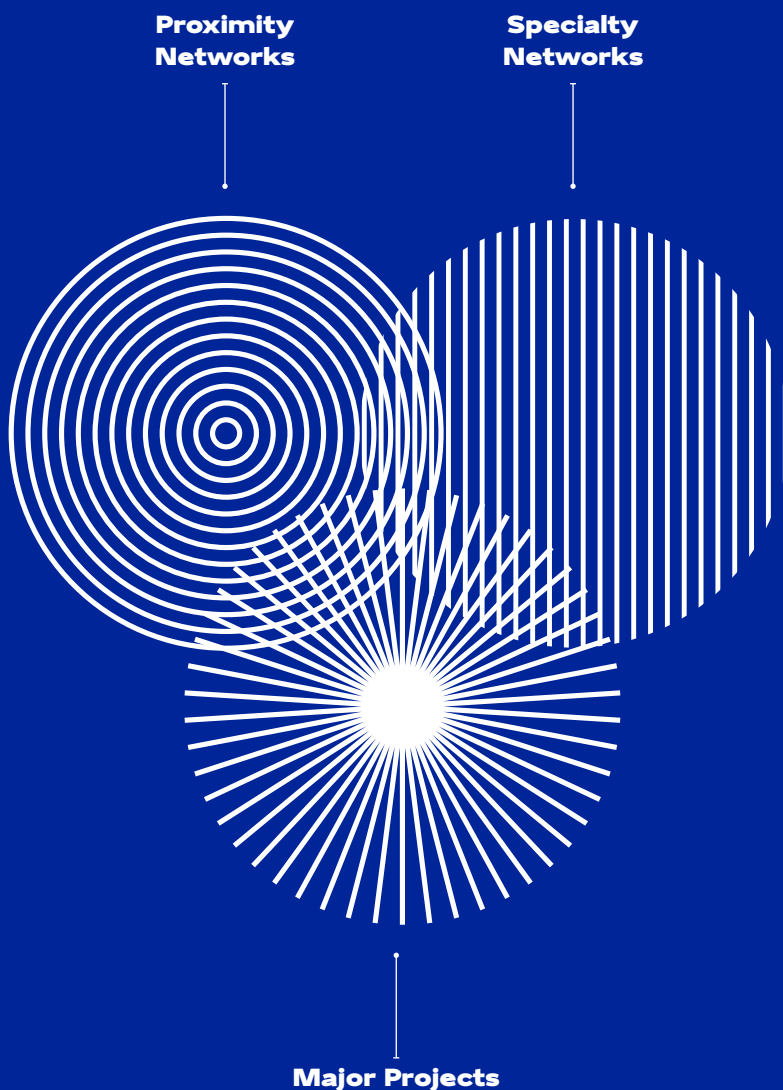
VINCI CONSTRUCTION

2022 ESSENTIALS

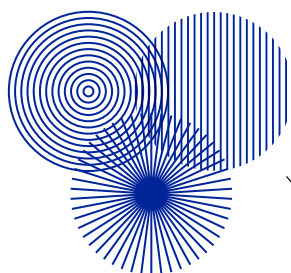


OUR STRUCTURE

VINCI Construction is founded on three complementary pillars that enable the company to support its clients over the long term, whatever the size, nature or location of their projects.



This document was written before conflict broke out in Ukraine.



A network of local companies

Bringing together multiple companies that are firmly rooted in regions across the world, this network is based on a simple principle: teams who focus on a core business line, and operate in specific regions close to their clients.

A division dedicated to major projects

Acting alone or in synergy with other VINCI Construction entities, the companies in this division design and carry out projects whose size, complexity or type require general contractor capabilities.

A division focusing on specialty networks

Made up of engineers with a high level of expertise in geotechnical and structural engineering, digital technology and nuclear energy, these subsidiaries provide solutions of high technological value.

MESSAGE FROM THE PRESIDENT



Pierre Anjolas
President of VINCI Construction

In 2021, all construction businesses were brought together within a single business line. What added value do you now offer?

By bringing together an unparalleled array of expertise in the construction of buildings, civil engineering structures and infrastructure, the new VINCI Construction business is ramping up its ability to support shifts in markets and trades at a time when the environmental transition, digital revolution and evolving practices and preferences are raising new questions about what to build and how to build it.

Our structure, based on three complementary pillars – major projects, specialty networks and proximity networks – optimises our market coverage worldwide. In terms of management, that structure also facilitates cooperation across entities while enabling each of the 1,300 companies in our business to operate largely independently.

This new structure is mostly founded on the excellence of your employees, as well as team spirit and a capacity for action. Is that one of your priorities?

Ensuring the safety of VINCI Construction's people and their ability to work and develop their talents by working as a team is indeed our priority. Once again, in 2021, individually and collectively, they demonstrated their dedication to construction as an answer to the challenges met by the towns, regions and countries where we operate. We are passionate about building and

"An unparalleled array of expertise in the construction of buildings, civil engineering structures and infrastructure."

we like to find solutions to our customers' problems. We believe that dialogue with stakeholders is essential to the success of our projects. That is why we fully take them into account in how we carry out our projects and operate our production sites.

How did VINCI Construction perform in 2021 and what is the outlook for 2022?

After feeling the effects of the pandemic in 2020, 2021 saw a significant recovery, outperforming pre-crisis levels in some areas. Our revenue rose by 13.5% to €26.3 billion, up almost 5% over 2019. The Ebit margin rate was also higher than in 2020 and increased to 3.7% of revenue – 30 basis points up over 2019. Our order book, which stood at its highest level ever in late 2021 at €33.4 billion, includes a proportion of orders revolving around our core activities larger than in 2020, demonstrating the strength of our local business units in all regions and confirming the resilience of our business. The impressive size of our order book will keep us operating at very high levels in 2022 and, essentially, enable us to be very selective when taking on new business.

"VINCI Construction has stepped up the rollout of its environmental policy."

Your environmental ambition follows three axes in line with the key challenges faced by your businesses – climate change, circular economy and the preservation of natural environments. Where do you stand with regard to each of these subjects?

We stepped up the implementation of our environmental policy through action plans adapted to each of our business lines.

To reduce the carbon footprint of our business activities (8% down in Scopes 1 and 2 since 2019), we started rolling out a programme to overhaul our asphalt plants by implementing the use of lower-carbon fuels and machinery and significantly reducing emissions. Likewise, we are progressively introducing high energy efficiency facilities on our worksites, trialling hybrid and electric construction machinery with manufacturers or leasers. We are also developing our own low-carbon machinery such as the first compact electric Hydrofraise® with grippers, designed by Soletanche Bachy. What's more, in association with Leonard – VINCI Group's forward-looking innovation platform – and partners in its innovation ecosystem, we are developing products that help reduce the environmental impact of our projects; the introduction of optimised Exegy® solutions with low-carbon concrete and of Rehaskeen®, a comprehensive facade insulation system designed for the industrial-scale thermal renovation of buildings.

Regarding circular economy, we offer highly efficient solutions for recycling materials, including through the Granulat+ brand in France and on-site road surface recycling systems for road refurbishment projects. In our building and civil engineering operations, we are also developing digital solutions and design methods that help reduce the volume of materials used and facilitate their reuse.

In order to preserve natural environments, we are rolling out solutions and services covering ecological engineering (particularly through the Equo Vivo® brand) and urban biodiversity (Urbalia®) while working closely alongside nature conservation organisations and experts to protect biodiversity at our quarries and worksites.

Our world is changing more quickly than ever. How can we rise to the challenges that we are now facing?

In 2020 and 2021, we showed great responsiveness and a capacity to adapt when faced with the impact of Covid-19. Beyond this resilience to the pandemic, VINCI Construction also benefitted from buoyant trends in all its markets, driven by growing demand for the construction, renovation and transformation of buildings, living environments and infrastructure. When it comes to the environment, for example, which represents one of the most important transitions of our time, we clearly are part of the solution. Indeed, whether we are building infrastructure for low-carbon mobility – such as tramways, railway lines and even pedestrian areas – or green energy, redeveloping buildings or creating new ones in line with more stringent environmental standards, saving materials through resource-efficient structural design, establishing new recycling platforms, building or redeveloping hydraulic infrastructure, or carrying out ecological engineering and rewinding operations, we are here. Our activities with a positive environmental impact already account for half of our total revenue. To ensure we stay one step ahead, we must continue recreating, rethinking and reinventing what we build and how we build it.

THE MANAGEMENT TEAM



Pierre Anjolas
President of VINCI Construction



Ludovic Demierre
Human Resources Director



Robert Bello
Managing Director in charge of
Eurovia France Division



Gilles Godard
Managing Director in charge of
United Kingdom Division



Thierry Mirville
Chief Financial Officer



Sébastien Morant
Managing Director in charge of
Europe and Africa Division



Patrick Kadri
Managing Director in charge of
Major Projects Division



Manuel Peltier
Managing Director in charge of
Specialty Networks Division



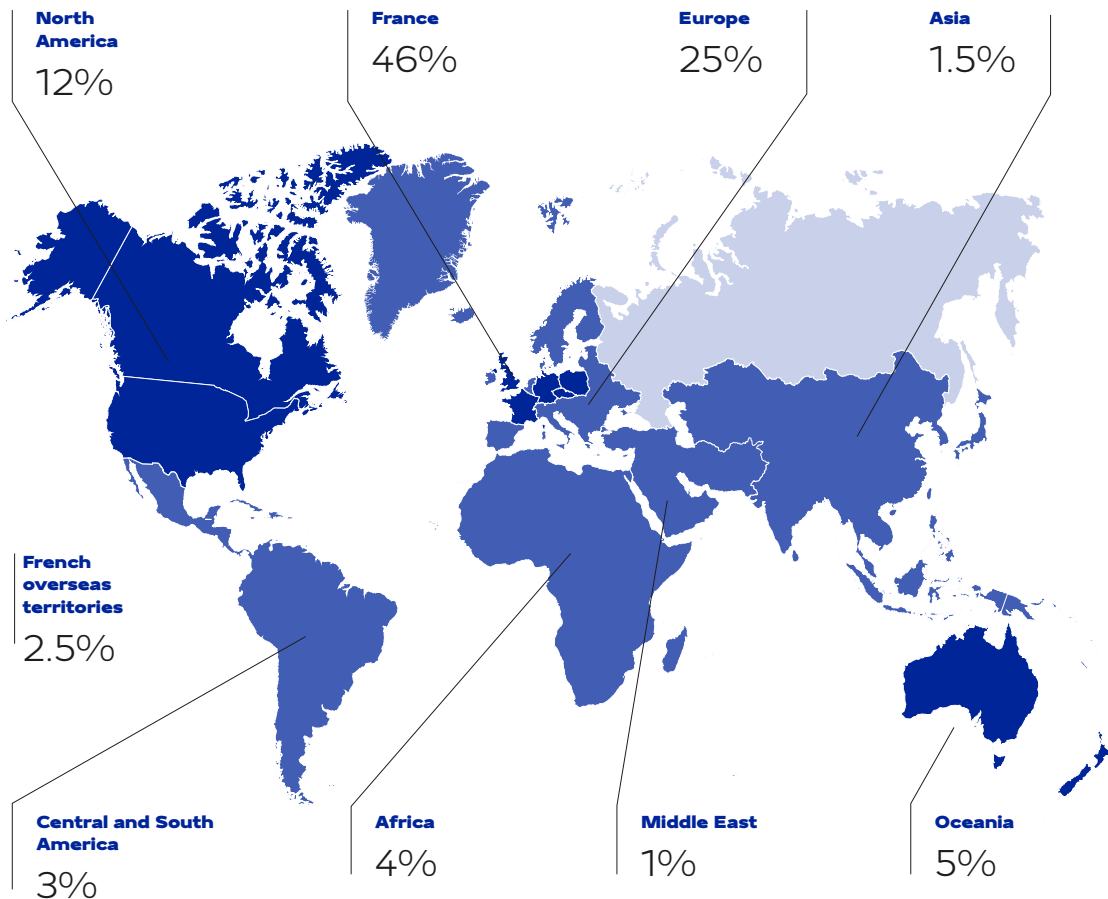
Hugues Fourmentraux
Managing Director in charge
of VINCI Construction France
Division



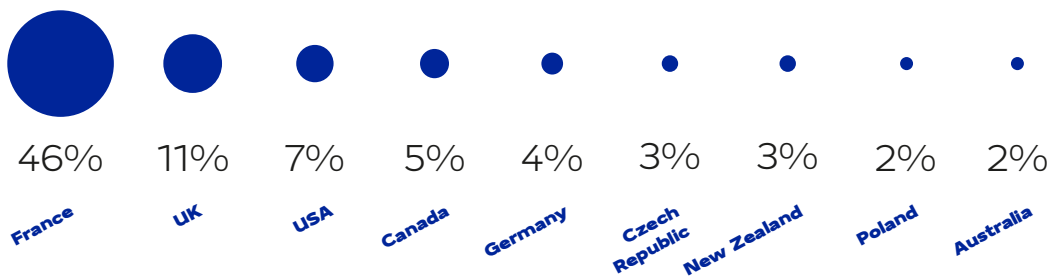
Patrick Sulliot
Managing Director in charge of
Americas and Oceania Division

INTERNATIONAL PRESENCE

Breakdown of revenue by geographical area



Nine countries account for more than 85% of revenue



ECONOMIC PERFORMANCE

One of the global leaders in construction

115,000
employees

Over 75,000
projects per year

1,300 consolidated
companies

€26.3 billion
in revenue

3.7% operating income from
ordinary activities*

i.e. €968 million

Figures from 31 December 2021
*2021 IFRS data

MAJOR PROJECTS

2021 was a particularly fruitful year for major projects, both in terms of operations (€2.5 billion, up by 19.9%) and order intake (€2.9 billion), marking the start of a new cycle of projects.

HIGHLIGHTS



In 2021, several large scale projects were handed over in France, including the new Strasbourg bypass (A355) for VINCI Autoroutes, [civil engineering work on the tokamak complex for the ITER international research project to carry out experiments in fusion power](#) ¹ and, on Reunion Island, the viaduct for the New Coastal Highway (5,400 m) and a bridge over the Saint-Denis river.

Order intake remained steady. New orders included work package no. 2 for the tunnel on the future Euralpin Lyon-Turin railway line (23 km) in France, the replacement of a 97 km pipeline supplying Heathrow Airport (the Southampton to London Pipeline Project) in the UK, and the new B247 federal road in Germany.

2021 was also marked by our major projects under way on all continents.

In France: several work packages at the preliminary study phase or under way for the Grand Paris Express (Line 15 South sections T3C and T2D, Line 14 work package GC02, and several Line 18 tunnel and viaduct work packages) with Proximity Networks entities.

In the United Kingdom: [the High Speed 2 \(HS2\) line, one of the biggest projects this decade](#) ²; VINCI Construction and Balfour Beatty are working on the main civil engineering work packages and on the future Old Oak Common station.

In Denmark: [the Fehmarnbelt Fixed Link](#) ³, which will be the world's longest immersed tunnel and connect the Danish and German coasts in just seven minutes by train.

In Morocco: [the 350 MW Abdelmoumen pumped storage power plant](#) ⁴, a hydroelectric plant with a capacity of 350 MW.



In the United States: extension and refurbishment of the I-64 interstate highway ⁵ between Hampton and Norfolk, (5.3 km of sea viaducts and new tunnels, and widening of 14.5 km of existing roads).

In Canada: with proximity networks, the Confederation Line light rail infrastructure in Ottawa (27.5 km of track, 15 crossing structures and 16 stations, plus widening of 12 km of motorway), the West Calgary Ring Road in Alberta (5 km of highway infrastructure) and, in British Columbia, 82 km of a 166 km gas pipeline (the Coastal GasLink project) and a 225,000 m³ liquefied natural gas tank in Kitimat, which will have the heaviest dome VINCI Construction has ever built.

In Colombia: the Bogotá–Girardot motorway, which VINCI Construction widened and refurbished for VINCI Highways.

In Cambodia: the Bakheng water treatment plant, which will supply drinking water to the capital, Phnom Penh.

In New Zealand: the City Rail Link project in Auckland (a 3.5 km railway extension including 3.2 km of tunnels and three new stations).

-50%

The reduction in carbon footprint generated by the construction of new infrastructure for HS2 compared with conventional methods.

SPECIALTY NETWORKS

Specialty networks saw marked growth
(up by 11.5% at €3.6 billion).

Soletanche Bachy

(49% of revenue), a world leader in foundations, was active in projects to build low-carbon transport infrastructure (HS2 rail line in the United Kingdom, the Grand Paris Express programme in France and [City Rail Link in Auckland, New Zealand](#) ¹) and improve water quality (e.g. Canoas wastewater treatment plant in Colombia and Austerlitz tank in Paris, France). Other noteworthy projects included Port 2000 in Le Havre, north-west France, and the extension of Hong Kong International Airport. What's more, Soletanche Bachy acquired a majority stake in Brady Marine & Civil (an Australian specialist in port infrastructure and marine and coastal structures) and completed its acquisition of Zetas ATS in Abu Dhabi, United Arab Emirates.

Menard

(13% of revenue), which specialises in ground improvement, was involved in projects such as the [Lincoln Gateway Mall in the US](#) ², the Melbourne metro in Australia, the multipurpose terminal in the port of Alexandria in Egypt, the future Nam Binh wind power plant in Vietnam and remediation of a closed-down chemicals production plant in Bydgoszcz, Poland. The company acquired Farrell (US) and bolstered its position in land remediation by acquiring UK company Dunton. Meanwhile, in France, Menard opened a contaminated-soil treatment and recovery facility in the Eure department in Normandy.

Terre Armée

(7% of revenue), a specialist in engineered backfills and soil-structure interaction, posted strong growth in Asia.

In India, it built the [world's tallest reinforced earth structure in a town](#) ³ where a massive landslide had taken place. Its main projects elsewhere included the Andina open-pit copper mine in Chile, the I-66 highway in Virginia in the US, Montreal's Réseau Express Métropolitain (REM) in Canada and a railway line in Dar Es Salaam, Tanzania.

Freyssinet

(19% of revenue), which specialises in structures, posted its strongest growth in France, Asia and Australia. In construction, Freyssinet supplied and installed the [stay cables for the Saemangeum bridge in South Korea](#) ⁴ and for the Cebu-Cordova Link Expressway in the Philippines. The company also produced the prestressed floors for the Hekla tower in La Défense (west of Paris), as well as the 392 spherical bearings for the extensive Arctic LNG project in Russia. The largest structural repair projects included rehabilitating the Kariba dam in Zambia, refurbishing the summit of a high-rise in Sydney, Australia, and reinforcing the Brotonne bridge's pylons in Normandy, France. Freyssinet also provided expertise in prestressed concrete construction methods on numerous projects worldwide.

Nuvia

(10% of revenue), a specialist in nuclear operations and services, built its business volume back to pre-crisis levels, principally with projects at a number of [nuclear plants in France as well as work on the system](#) ⁵ to monitor radiation at airports in the Czech Republic.

Sixense (2% of revenue)

continued to expand its structure monitoring, condition survey and modelling business activities. It pooled its expertise in projects led by other VINCI Construction entities (such as the HS2 rail line in the United Kingdom and the Louis-Hippolyte La Fontaine tunnel in Montreal, Canada) and applied it in its own projects, for example providing monitoring services at Abu Dhabi International Airport in United Arab Emirates.



6

The six specialty networks brands that lead the way internationally



PROXIMITY NETWORKS

FRANCE

In 2021, revenue in mainland France rose by 13.3% to €10.8 billion, reaching levels seen in 2019 – a pre-election year and the peak of a cycle.

Building

(31% of revenue).

The business activity grew slightly overall; large office-building construction projects remained stable in Paris and other major French cities, while the residential property market bounced back.

VINCI Construction secured a significant number of orders: operations for the Universeine project in Saint-Denis (for VINCI Immobilier);

revamping the building that formerly housed the Grands Magasins du Louvre then the Louvre des Antiquaires as well as the building that formerly housed Télécom Paris, and the Cœur d'Aéroport project at Marseille Provence Airport.

[A number of large projects were completed in the Greater Paris region, including the first instalment of the](#)


[Duo](#)  towers, refurbishment of the La Samaritaine complex, modernisation of the Roland-Garros stadium (all in Paris), Servier's new Research & Development Institute (Paris-Saclay), the Emblem tower, the Origine & Nouvelle Vague programme and l'archipel, VINCI's new head office in Nanterre (all in Hauts-de-Seine). A total of 2,600 projects in all regions were either started, continued or completed: construction of the Hekla and The Link towers, (La Défense); modernisation of the Montparnasse railway station (Paris); construction of the To-Lyon tower for VINCI Immobilier (Lyon); the [Institut Cœur Poupon at the university hospital in Lille](#)  and the first instalment of the university

hospital (Reims); the Carreire campus at Bordeaux University; the Cité des Sports (Issy-les-Moulineaux); the JW Marriott and Carlton hotels (Cannes); La Porte Bleue (Marseille); and the Îlot Vauban complex in (Nice).

The property development business, which creates value upstream in projects, saw strong growth. A specific network, ADIM, secured financial packages for about 90 operations.

VINCI Construction is also leading the way with its expertise in timber construction. Arbonis was thus involved in several large programmes including Treed It and New in the Greater Paris region.

Civil engineering

(8% of revenue). Alongside the Major Projects Division, local subsidiaries were involved with projects such as the Grand Paris Express, the RER Line E extension (e-déf Eole-La Défense project), the Euralpin Lyon-Turin tunnel and the Strasbourg bypass – as well as working on several other operations such as the modernisation of Line 4 of the Paris metro, construction of a swing bridge (Saint-Malo) and Siemens Gamesa's plant to manufacture offshore wind turbines (Le Havre), and civil engineering for the Lyon Part-Dieu multimodal transport hub. They were also awarded [the contract for the development of Noisy-Champs station](#)  and the construction of the ancillary facilities for Line 15 South and Line 16 (Grand Paris Express).


Roadworks and materials, urban development

(45% of revenue).

Recovery was brisk in 2021.


Local business units worked on over 25,000 projects. The most significant operations included:

— In motorways: the Western Strasbourg bypass and

[upgrade of the A61](#)  (for VINCI Autoroutes); widening of the A4 (Metz) and of the A480 (Grenoble); and conversion of a 4 km section of the RN164 into a two-lane dual carriageway in Brittany

— In the airport sector: at the airports of Paris-Charles de Gaulle (Grand Est Nord parking areas), Paris-Vatry (Marne) and Évreux-Fauville (a French Air Force base)

— In logistics: hubs in Rungis for Sysco, in Quimper for Armor Lux and in Bassens (Gironde) for AGC, using paving made from fully recycled aggregates (Ecoparf)

— In urban development: conversion of an industrial brownfield into a new district (Creil); revamp of a multimodal transport hub at the Soissons train station; waterfront development in La Grande-Motte; and refurbishment of the outdoor areas by the Bourse de Commerce-Pinault Collection building (Paris) — In urban transport infrastructure and active mobility: work on the T3 and T10 tram lines (Paris) as well as the [T9 \(Paris—Orly-Ville\)](#) ; extension of the tramway line in Bordeaux; upgrade of temporary bicycle paths set up during the first lockdown in spring 2020 to permanent ones; and the creation of greenways in Ille-et-Vilaine, alongside the RD10 departmental highway and in the Bas-Rhin department). ●●●

>100

wooden structures built in France in 2021

1



2



3



4



5



In materials production, VINCI Construction continued to deploy **Granulat+, its brand that applies circular economy principles to construction materials** 6. A leader in its market in France, the business line is aiming to double its output by 2030. The 130 bases that have been awarded Granulat+ certification across France make up the largest network of facilities recovering and recycling mineral waste from the construction and manufacturing industries in the country.

Hydraulic networks and utilities (7% of revenue).

The business activity relating to the water cycle is spread across a wide variety of projects, namely the maintenance and renovation of drinking water distribution networks (Greater Lille and Rouen) and sewerage networks (Greater Bordeaux and Grand Briançonnais), utility diversions as part of urban development projects (for the Hauts-de-Seine department and the cities of Montpellier and La Rochelle), and drinking water production and wastewater treatment plants (a dozen projects under way or delivered). In addition, work was carried out on heating networks (Pau and Sarrebourg) and fibre-optic networks. VINCI Construction and VINCI Energies also finished rolling out the ultrafast broadband network in Moselle.

Railway works

(6% of revenue). ETF had a very active year in the Greater Paris area, where it renovated Transilien and RER lines (upgrading 90 km of track in 2021) and started working on its first Grand Paris Express project, building **14.4 km of track in tunnels for Line 14 South (in a joint venture)** 7. Elsewhere in France, it renovated 32 km of track in Nouvelle-Aquitaine and 53 gantries in the Rhône department.

8,000,000
tonnes of aggregate
from recycled materials

Earthworks and ecological engineering

(4% of revenue). The business activity, which is often carried out in synergy with other VINCI Construction entities, held up in the four main markets, namely transport infrastructure (the north-eastern Metz bypass), coastal and river development (extension works at La Cotinière fishing port in Charente-Maritime and infrastructure to preserve marine biodiversity in Cherbourg for the Marineff project), earthworks at sites and hubs (Amazon's Nez-Frescaty logistics base), and environmental upgrades. Environmental upgrades are carried out by all subsidiaries (Sethy, VINCI Construction Maritime et Fluvial, Cognac TP, etc.) and under the Equo Vivo brand. The main projects here included restoring ecological connectivity along the Mayenne (Maine-et-Loire), Saye (Gironde) and Bièvre (Greater Paris area) rivers, redeveloping natural habitats along an industrial railway line in Donges (Loire-Atlantique) and creating a **water reserve connected to the waterfalls at the Fer-à-Cheval cirque** 8 in Savoie.

Specialised subsidiaries

Highlights included road and motorway signage projects, such as modernisation and dynamic road sign installation carried out by SVMS and VINCI Energies. In demolition, one of the main projects of 2021 involved dismantling a former EDF power plant in Blénod-lès-Pont-à-Mousson.

Overseas France

Established in practically all of overseas France, VINCI Construction generated €0.6 billion in revenue in these areas (up by 7.9%). Business was spread across the main construction markets:

- In building, the structure to house the **Fort-de-France university hospital's new cyclotron (Martinique)** 9 and several social housing projects
- In transport infrastructure, the new bridge in Dumbéa

(New Caledonia), the structure connecting the New Coastal Highway to the Le Barachois neighbourhood, and the new urban cable car in Saint-Denis (Reunion Island)

- In environmental facilities, the installation of an inert waste storage facility in Bandréle (Mayotte)
- And in roadworks, Jean Lefebvre Polynésie commissioned an asphalt plant designed to achieve 35% recycling rates.

1st

in French Polynesia:
35% recycling rates
in road resurfacing
operations







EUROPE

United Kingdom

The business line's second-largest market, the United Kingdom, accounted for a revenue of €2.1 billion, rising by almost 29%. In building (27% of revenue), VINCI Construction reinforced its position in the healthcare sector (with new contracts for [The Christie NHS Foundation Trust in Manchester](#) ¹³) and for the Pears Maudsley Centre for Children and Young People in London) and remained very active in the markets for residential properties, student residences and shopping centres – including the New Covent Garden Market (London). Business in facilities management (20%), which takes over once building works are completed, grew on the back of multi-year contracts it obtained, renewed or extended, including the one it was awarded by the Ministry of Defence covering maintenance of its built estate across south-east England. In civil engineering (18%), subsidiary Taylor Woodrow, which celebrated its 100th anniversary in 2021, benefited from the ramp-up of the HS2 project while pushing ahead with its infrastructure projects for the London Underground (Whitechapel and White Hart Lane stations) and the motorway network (the Smart Motorways programme). It is also working with other VINCI Construction entities to build [a new waste-to-energy plant in London \(EcoPark South\)](#) ¹⁴. In roadworks (35%), Eurovia UK won a new contract covering the national road network in the south of England. Maintenance and services subsidiary Ringway, which manages nearly 50,000 km of roads, was awarded a contract by Surrey County Council to deliver repairs and upgrades on 560 km of roads and 290 km of pedestrian pathways, for a duration of at least 10 years.

Germany

Eurovia GmbH increased its revenue by 3.3% to €0.9 billion in markets buoyed by substantial public investment aimed at revamping road and urban infrastructure. Business activity was spread across a large number of projects including renovation of the A52 motorway north of Düsseldorf (the longest orbital motorway in Europe) and the A61 in the Rhineland in the wake of heavy flooding, as well as the B464. The PPP that the Group was awarded for the new B247 federal road will also fuel business activity from 2022 onwards. The main projects in other markets included redevelopment of the Bergedorf quarter in Hamburg, replacement of the Tegeler bridge in Berlin, runway extension and roadworks at the Düsseldorf Airport and renovation of the Steinhavelmühle lock in Fürstenberg. With regard to innovative technologies for sustainable mobility, Eurovia GmbH – in partnership with ElectReon ¹⁵ – set up a pilot inductive charging road product in Karlsruhe and trialled the Power Road®, the positive energy road solution.

Czech Republic and Slovakia

Business was buoyant (up 12.7% to €1 billion), in particular due to transport infrastructure modernisation projects financed by the European Union. Eurovia CS handed over the last of a series of major upgrade projects on the D1 between Prague and Brno (covering a total of 68 km of motorway over eight years), and Eurovia SK completed construction of the [southern and western Prešov bypass on the D1 motorway in Slovakia](#) ¹⁶. The major PPP contract awarded to the Group and covering the renovation and extension of the D4 motorway in the Czech Republic will contribute to increasing business activity over the coming years. In other markets, civil engineering subsidiary SMPCZ

is building a system to cap flood peaks on the Hostivař dam in Prague and a sewage sludge treatment plant in Přerov. SMP CZ and construction subsidiary Průmstav are also [renovating and extending the Marriott hotel in Prague](#) ¹⁴.

Poland

Revenue amounted to €0.5 billion (down by 1.2%), as VINCI Construction continued to apply its selective order-taking policy. In building and civil engineering, Warbud completed construction of the Skyliner tower in Warsaw – one of the tallest in the country – and of the Toruń courthouse in central Poland. New contracts principally include the construction of a hospital in Poznań and three new buildings on a university campus in Kraków, the extension of an aluminium can factory in Lublin, and the refurbishment of a viaduct and road infrastructure in Kostrzyn nad Odrą, close to the border with Germany. Eurovia Polska worked on [urban development projects, entirely revamping roads and utility networks in Bielsko-Biala and Szczecin](#) ¹⁵.

Baltic states

The main projects in 2021 were the renovation of Pärnu Airport in Estonia, roads in Saldus and the P96 regional road in Latvia, and national road no. 2908 in Lithuania.

Spain

In 2021, Eurovia España was once more awarded the contract to renovate the roads of Madrid in 2021 and 2022, having already obtained the same contract for 2020.

Congratulations to VINCI Construction UK, who won the 2021 award for #Construction Company of the Year! #FREDIEAwards2021 #FREDIEChampions

AMERICAS

USA

In its third-largest market, VINCI Construction focused on roadworks, generating €1.1 billion in revenue, down by 2.2%. The local subsidiaries – such as Hubbard, Blythe and Eurovia Atlantic Coast – worked on infrastructure construction projects in each of the 10 states on the East Coast and in the American South where they have bases, using supplies from about 50 asphalt plants and a network of quarries producing over 1,000,000 tonnes of aggregate a year.

Their teams are building a new 12.8 km section of the NC 540 Highway (Raleigh, North Carolina) and in Georgia, they repaved the Atlanta Motor Speedway racetrack. In industrial activities, Northeast Paving (Eurovia Atlantic Coast) now has a new asphalt storage plant in Maine with road and rail access, while Hubbard [acquired a high-energy performance asphalt plant in Orlando](#).

¹⁶ Hubbard also acquired a materials recycling facility in Florida.

Canada

The business activity, which principally revolves around transport infrastructure and urban development, grew considerably (by 31% to €0.8 billion) due to ramp-ups on large projects carried out in synergy with the Major Projects Division, as well as an especially buoyant market in Quebec. The business units in this province worked on extensive roadworks and utility projects, notably in Montreal (Mont-Royal and rue Léo Pariseau).

In Alberta, the Carmacks subsidiary completed work on the bypass around Tofield and was awarded a contract to build [a bridge in the Grande Prairie area](#) ¹⁷.

In British Columbia, BA Blacktop developed and has started using new processes involving warm-mix asphalt, which are improving energy consumption on its road refurbishing projects in Greater Vancouver.

Chile

Bitumix posted record revenue (€0.2 billion, up 33%) and order intake. It was involved in projects at several airports (Carriel Sur in Greater Concepción, El Loa near Calama and Chacalluta near Arica) and used asphalt recycling systems to refurbish highways C17, in the province of Chañaral, and 160, in the province of Concepción.

OCEANIA

Revenue in Oceania amounted to €0.8 billion (up 18%).

In Australia,

Seymour Whyte offset Covid-19's impact on the economy by speeding up its diversification beyond roadworks into rail infrastructure, airport infrastructure and water systems. The company completed extensive works on the National Highway and on [Bruce Highway \(including the first diverging diamond interchange in Australia\)](#) ¹⁸.

In New Zealand,

HEB Construction continued work on the Transmission Gully motorway (27 km) north of Wellington and on the Ruakanakana Pass railway tunnel, and was also involved in redevelopment work in central Auckland alongside Soletanche Bachy. HEB Construction also expanded its water infrastructure operations.

AFRICA

Operating in over 20 countries, Sogea-Satom's business activity increased substantially (13% to €0.9 billion), climbing back to its pre-crisis level as numerous projects restarted. Business was particularly brisk in Morocco, Benin and Cameroon, accounting for over half of the company's revenue.

In roadworks, Sogea-Satom was principally active in Mauritania (Nouakchott—Rosso road, 120 km), Benin ([Dassa—Parakou segment; Route des Pêches](#)) ¹⁹ and Cameroon (a 106 km section

of Route Provinciale 18). The company, which is also very active in water works (civil engineering, networks and equipment), commissioned a series of facilities designed to expand and secure the drinking water supply in the Greater Kampala area in Uganda, and began construction, in synergy with the Major Projects Division, of a water treatment plant south-east of Abidjan in Côte d'Ivoire.

In the building sector, other key projects included the construction of the new Yamoussoukro stadium in Côte d'Ivoire, the country that will host the [Africa Cup of Nations in 2023](#) ²⁰, and the refurbishment of the Tazi Palace Hotel in Tangiers, Morocco, with VINCI Energies; and in the civil engineering sector, projects included construction of the second Womey bridge, north of Cotonou, in Benin.

10% to 40%
energy savings achieved
through warm-mix
asphalt production by
BA Blacktop

16



17



18



19



20



HEALTH & SAFETY

OUR COMMITMENTS



We make health and safety the utmost priority on all our worksites and production sites. That's the idea behind our Safety First commitment.

Our culture of accident prevention is founded on three pillars:

- Transparency
- Exemplary conduct
- Dialogue

We are all working towards our shared goal of zero accidents.

ETHICS AND COMPLIANCE



All over the world, we are driven by our aim to set an example to all of our stakeholders. We expect everyone on our teams to comply with applicable regulations on business ethics or human rights, as well as the commitments set out in VINCI's Code of Ethics and Conduct, Anti-Corruption Code of Conduct and Manifesto. Our companies' success, growth and future, individually and collectively, hinge on strict compliance with best practices and our commitments, which apply to us all, without exception.

THE ENVIRONMENT AND THE ECOLOGICAL TRANSITION



Through our activity in the construction of infrastructure, civil works and buildings, we are driving the environmental transition.

Our environmental ambition focuses on:

- acting for the climate;
- optimising resources thanks to the circular economy;
- preserving natural environments.

We are committed to reducing the direct impacts of our activities.

And we are committed to enabling our customers to reduce their own environmental impacts, by driving innovation and developing new options that bring about new services, solutions and business lines.

2030 OBJECTIVES

TAKING ACTION FOR THE CLIMATE

40%

reduction in our direct emissions (Scopes 1 and 2)



Business activities: emissions sources and action plan

EQUIPMENT

40%



Modernising our fleet of equipment to reduce energy consumption

- Monitoring consumption in real time

- Training our employees in eco-driving

VEHICLES AND LORRIES

25%



Modernising our fleet of vehicles

- Encouraging the use of electric and hybrid vehicles where the energy mix is largely carbon free

INDUSTRIES

25%

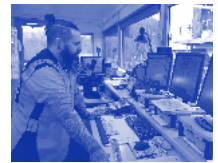


70 kWh per tonne of asphalt mix produced

- 0 facilities using coal or fuel oil

BUILDINGS AND ON-SITE FACILITIES

10%



Environmentally designed fixed sites

-20%

reduction in our indirect emissions (Scope 3)



UPSTREAM SECTOR

Production assets
Purchases of materials
Transport and journeys
Sub-contractors

DOWNSTREAM SECTOR

Freight
Use and end-of-life of finished goods

OPTIMISING RESOURCES BY HARNESSING THE CIRCULAR ECONOMY

90%

of materials recovered for use by the Major Projects Division; 100% of materials sorted and 80% recycled for VINCI Construction France

25%

asphalt aggregates in formulations

Promoting

recycled materials to our clients and teams

80%

of materials divisions undertaking a circular economy approach

20,000,000

tonnes of recycled materials produced per year

PRESERVING NATURAL ENVIRONMENTS

WATER

Guaranteeing

the quality of any water released into natural environments

Optimising

our water consumption

BIODIVERSITY

Taking

action to protect biodiversity on our worksites and in our quarry-related activities

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