

Forging a sustainable world

ESG presentation

MARCH 2026



Table of contents

1 The VINCI Group

2 Corporate governance

3 Environnemental performance

4 Social performance

1 The VINCI Group

FY 2025 highlights

Outstanding performance - Record free cash flow



Revenue growth: 74.6 bn (+4%) and operating earnings up for each of the Group's three businesses
Good momentum in Energy Solutions and Concessions



Increase in net income: €4.9 bn (+1% and 10% excluding the exceptional tax contribution)



Record free cash flow: €7.0 bn



2026 outlook: further revenue and earnings growth expected



Dividend proposed for 2025: €5.00 per share (+€0.25 per share vs 2024)

VINCI 2025 key figures (1/2)

€74.6 bn

Group revenue
(incl. holdings)

>120

countries where
VINCI operates

4,300

Est. number of
business units

294,000

Est. number of
employees

>380,000

Est. number
of contracts

€70 bn

market cap. at
31 December 2025

Concessions

Energy Solutions

Construction

Revenue

€4.8 bn

€6.7 bn

€0.7 bn

€21.6 bn

€8.0 bn

€32.1 bn

€1.1 bn

Number of
employees

13,200

5,200

3,600

109,000

44,300

116,800

1,200

VINCI
Airports



VINCI
Autoroutes



Other
concessions*



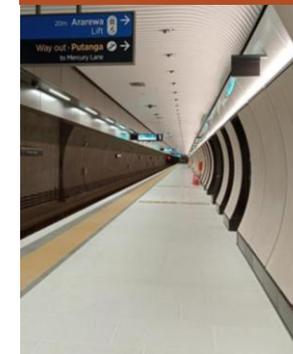
VINCI
Energies



Cobra IS



VINCI
Construction



VINCI Immobilier



VINCI 2025 key figures (2/2)

Data in € millions (unless otherwise specified)

	Revenue	Ebitda*	Ebit	
	74,599	13,507	9,558	
	+4.2% (+5.1% at constant FX)	+6.4%	+6.2%	
Δ FY 2025 / FY 2024				Net financial debt
	Net income	Net income/ share*** (€)	Free cash flow	(19,075)
	4,903	8.65	7,010	+€1,340 m vs 31 Dec. 2024
	+0.8%	+2.6%	+€202 m	
Excluding the exceptional tax contribution**	5,352	9.44	7,435	
	+10%	+12%	+€627 m	

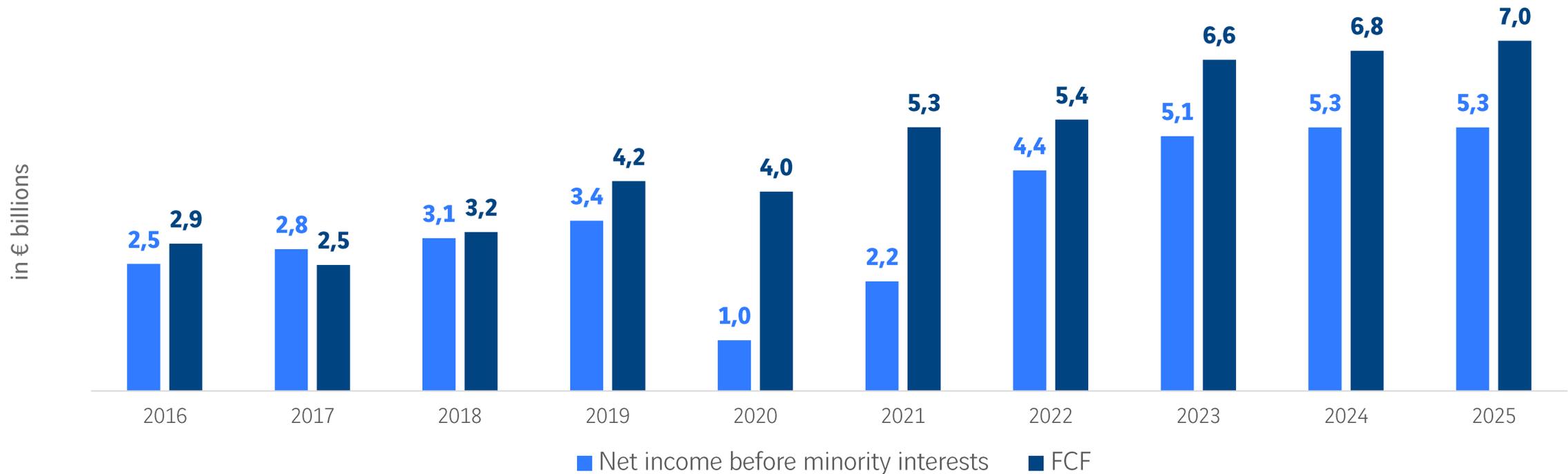
* Cash flow from operations before tax and financing costs

** Increase in the corporate tax in France in 2025, negative impacts of €(449) m on net income and €(425) m on free cash flow

*** After taking account of dilutive instruments

Strong FCF generation and high level of cash conversion

Free cash flow generation 2016 to 2025: €48 bn in total



Very robust financial position

High level of liquidity



Solid credit rating

S&P Global
Ratings



A- Outlook stable

Confirmed for VINCI in October 2025

MOODY'S



A3 Outlook stable

Confirmed for VINCI in May 2025

In 2025:

- €5.7 bn of new refinancing raised by the Group
- €4.2 bn total repayment by the Group

Total gross financial debt at the end of 2025: €34.6 bn

- Average maturity: 5.5 years
- Average cost: 4.37%

FY 2026 guidance

Concessions



VINCI Airports: passenger numbers should continue to increase overall in step with global economic growth, although with various situations between regions

VINCI Autoroutes: traffic growth should follow French economic output and that of neighbors' countries (o/w Spain and Italy)

Energy Solutions



- Mid to high single digit revenue growth
- With an expected improvement of its operating margin (7.6% in 2025)

Zero.e renewable energy portfolio: total capacity - in operation, under construction or Ready-to-Build - could rise from 5 GW* to around 6 GW at the end of 2026

Construction



- Revenue - excluding forex effect - is likely to be similar to its 2025 level
- With at least the same operating margin (4.2% in 2025)

- Based on those developments and assuming no change in taxation**, the Group would expect for 2026:
 - further growth in its revenue, operating earnings and net income attributable to owners of the parent
 - free cash flow , as an initial estimate, could reach €6 bn***

* Based on its current portfolio with 5 GW of capacity, Zero.e's EBITDA is likely to rise above €400 m by 2030

** Taking into account that the higher corporate income tax rate introduced in France in 2025 (~36%) will also be applied in 2026

*** Assuming that Zero.e's capex is similar to its 2025 level (€0.9 billion)

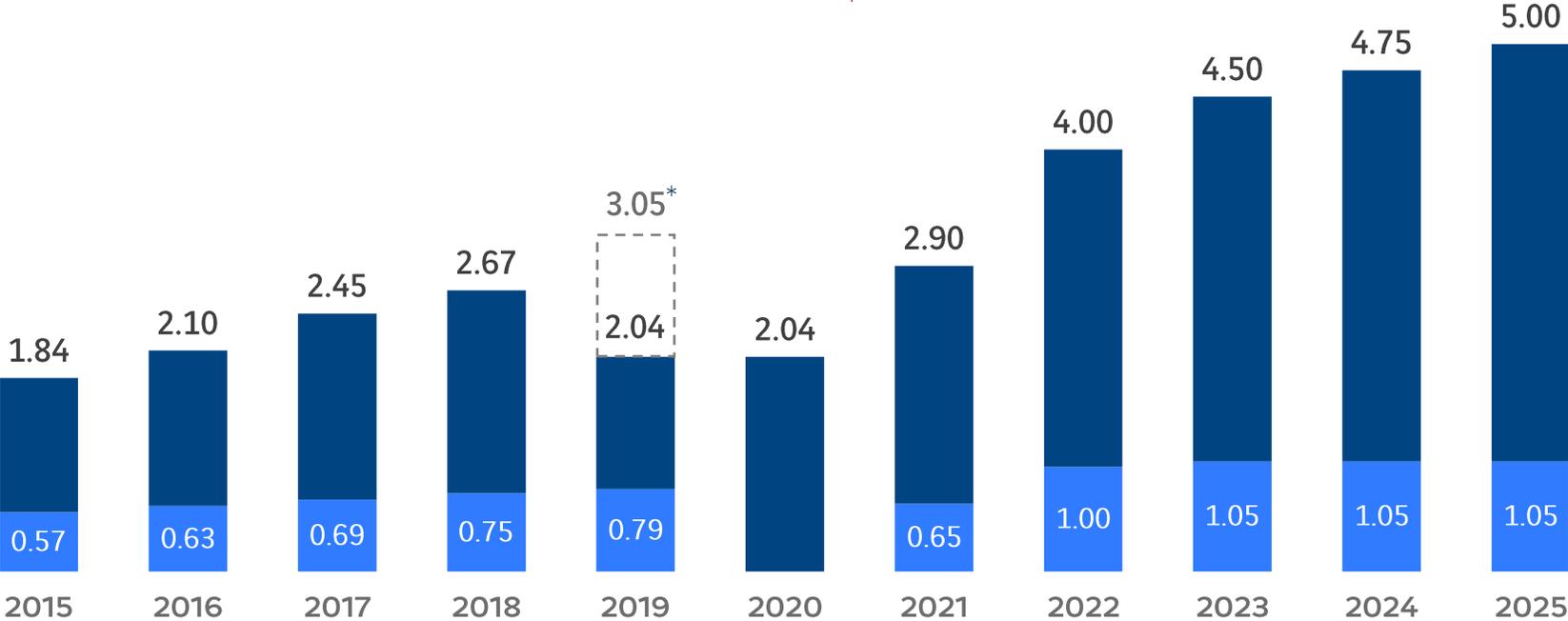
Dividend

Proposed 2025 dividend per share (all-cash)

€5.00 per share

21 April 2026 Ex-date

23 April 2026 Payment date



■ Total dividend (-) interim dividend
 ■ Interim dividend

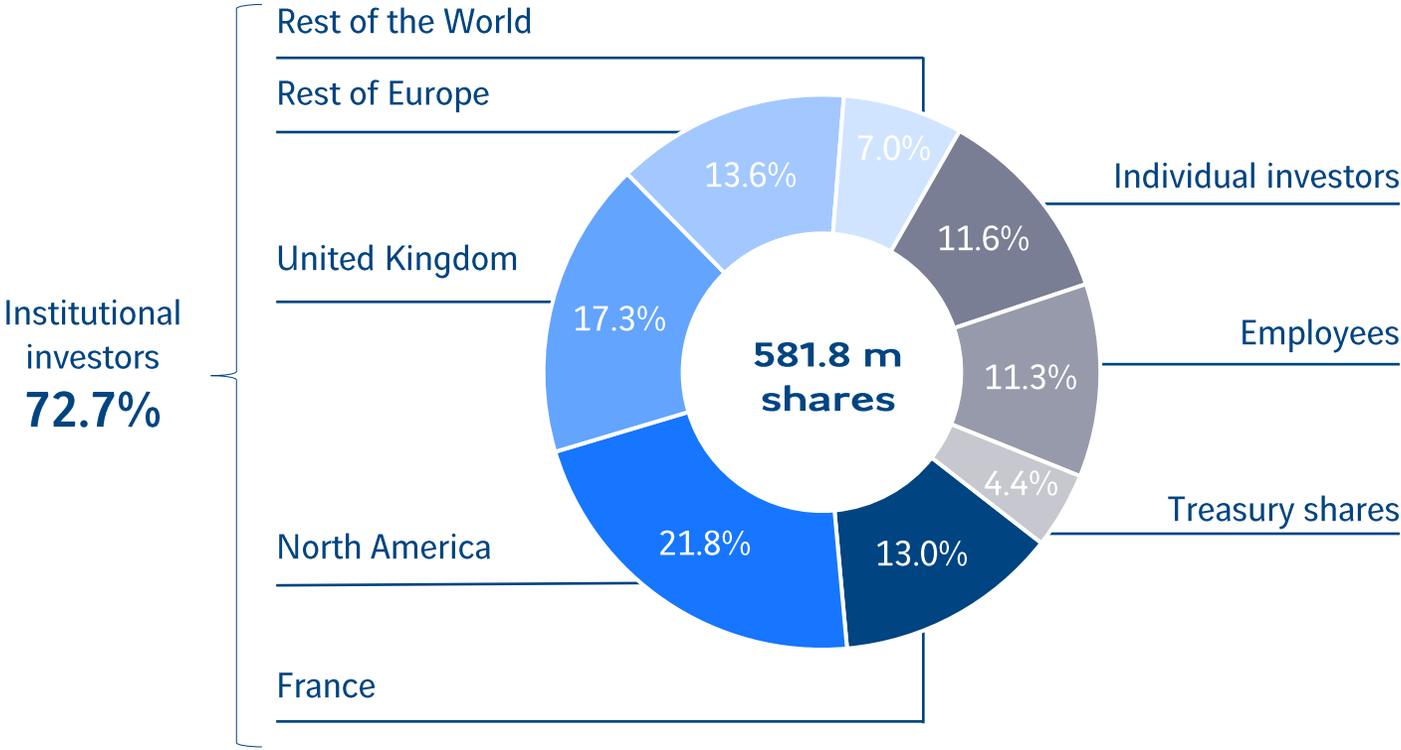
Dividend per share since 2015 (in €)



* The 2019 dividend initially proposed in February 2020 was €3.05 per share: it was finally cut to €2.04 per share in Spring 2020 due to the Covid-19 pandemic



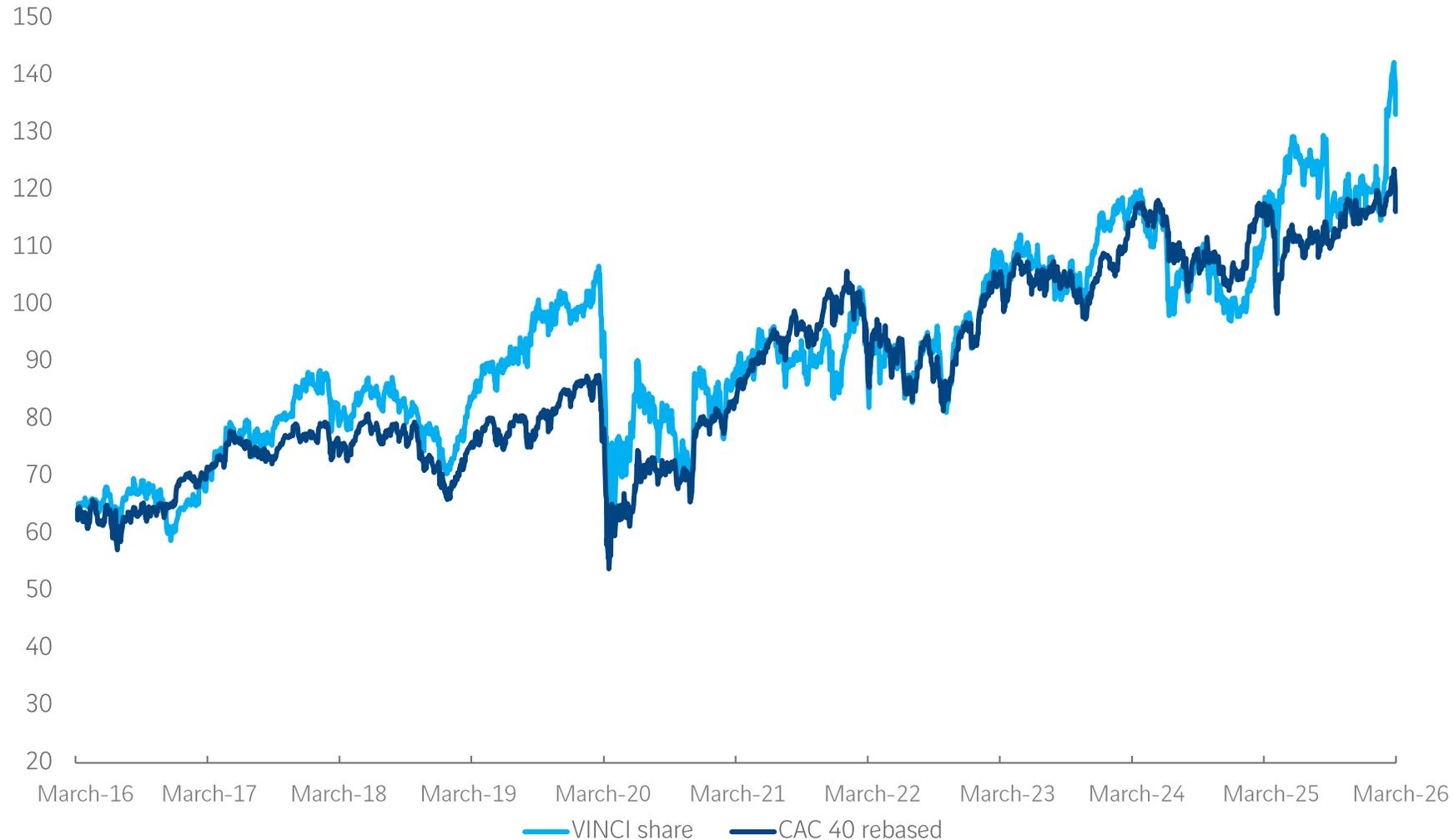
Shareholder base at 31 December 2025



- Almost **1,000** institutional investors
- Around **780,000** individual investors
- **More than 176,000** Group employees and former employees are shareholders, including almost **46,000** outside France

An outperforming stock over time

Share price evolution from March 2016 to March 2026



Total shareholder return (incl. dividends)
March 2026-March 2026

VINCI

+186% (+11% p.a.)

CAC 40

+148% (+9% p.a.)

Market capitalisation

4 March 2026

€78 bn

VINCI: our shared culture



Long term mindset
All-round performance
Successful decentralized and multi-local organization
Trusted management
Unmatched execution policy
Disciplined cash allocation

2 2025 Corporate governance

Organization of corporate governance

Defines the Company's strategic choices and ensures that they are properly implemented



Board of Directors (15 members)

Organizes and supervises the work of the Board



Xavier Huillard, Chairman of the Board

Proposes strategic guidelines, implements the decisions taken by the Board and is in charge of the operational management of the Group



Pierre Anjolas, Chief Executive Officer

Maintains the balance of power



Annette Messemer, Lead Independent Director

Four specialised committees that report to the Board of Directors



Audit Committee

René Medori
Yannick Assouad
Caroline Grégoire Sainte Marie
Claude Laruelle

Strategy and CSR Committee

Benoit Bazin
Carlos F. Aguilar
Karla Bertocco Trindade
Annette Messemer
Roberto Migliardi
Frédéric Nougarede

Appointments and Corporate Governance Committee

Annette Messemer
Yannick Assouad
Benoit Bazin
Claude Laruelle
Marie-Christine Lombard
Frédéric Nougarede

Remuneration Committee

Marie-Christine Lombard
René Medori
Alain Saïd
Maria Victoria Zingoni

As of 31 December 2025

Meetings open to all directors



An active and diversified Board of Directors

8



Meetings

7 ordinary meetings and one extraordinary meeting

100%



Attendance rate

46%



Female members*

33%



Foreign or dual national members

75%



Independent members*

Composition of the Board at 31 December 2025

15 directors, including:

- 2 representing employees
- 1 representing employee shareholders

5 directors who are foreign nationals or have dual nationality

9 men and **6** women

9 independent directors

Average tenure: **5.9** years

Average age: **62.5**

Audit Committee in 2025

Five meetings in 2025

100% attendance



René Medori*
Chair



Yannick Assouad



**Caroline Grégoire
Saint Marie**



Claude Laruelle*

Composition	Main responsibilities	Activities in 2025
<p>Independent Chair: René Medori</p> <p>4 members (3 independent members and 1 not independent)</p>	<ul style="list-style-type: none"> ✓ Monitor the process of compiling financial information ✓ Oversee the process of compiling sustainability information ✓ Monitor the effectiveness of internal control and risk management systems ✓ Evaluate the proposals for the appointment of the Company's Statutory Auditors, both those responsible for auditing the financial statements and those responsible for providing assurance on sustainability information, or the renewal of their terms of office as well as their remuneration and issuing a recommendation in this matter 	<ul style="list-style-type: none"> ✓ Examination of the budget and accounts ✓ Review of risk management, prevention and control systems ✓ Collaboration with the auditors ✓ Consideration of regulations and sustainability issues

Strategy and CSR Committee in 2025

Nine meetings in 2025
98.2% attendance
95.3% attendance for all directors, including those who are not permanent members of this committee



Benoit Bazin
Chairman



Carlos F. Aguilar



Annette Messemer



Karla Bertocco Trindade



Roberto Migliardi
Director representing employee



Frédéric Nougarede*
Director representing employee shareholders

Composition	Main responsibilities	Activities in 2025
<p>Independent Chairman: Benoit Bazin</p> <p>6 permanent members (4 independent members, 1 employee representative and 1 representing employee shareholders)</p> <p>Meetings open to all directors</p>	<ul style="list-style-type: none"> ✓ Formulation of an opinion to Executive Management on proposed acquisitions or disposals of a value exceeding €100 million euros ✓ Ensure that CSR matters are taken into account in the Group’s strategy and implemented ✓ Ensure that whistle-blowing systems have been put in place ✓ Review the sustainability information collected ✓ Examine VINCI’s sustainability commitments with respect to the issues faced in its business activities 	<ul style="list-style-type: none"> ✓ Examination of acquisition projects ✓ Update on the implementation of “corporate citizenship” initiatives and of ethics and vigilance actions ✓ Update on the implementation of the environmental ambition ✓ Consideration of regulations and sustainability issues

* Ratification of the co-optation will be proposed at the 2026 Shareholders’ General Meeting

Appointments and Corporate Governance Committee in 2025

Four meetings in 2025
100% attendance



Annette Messemer
Chair



Yannick Assouad



Benoit Bazin



Claude Laruelle*



Marie-Christine Lombard**



Frédéric Nougarede***
Director representing
employee
shareholders

Composition	Main responsibilities	Activities in 2025
<p>Independent Chair: Annette Messemer</p> <p>6 members (4 independent members 1 not independent and 1 representing employee shareholders)</p>	<ul style="list-style-type: none"> ✓ Make proposals on the selection of Directors ✓ Make recommendations for the appointment of executive company officers and succession plans ✓ Monitor the evaluation process of the Board of Directors 	<ul style="list-style-type: none"> ✓ Preparation of the evaluation of the CEO ✓ Evaluation of the independence of Board members ✓ Proposals to renew 3 directors and to ratify the co-optation of 1 director ✓ Preparation of the Board assessment

* Reappointment will be proposed at the 2026 Shareholders' General Meeting

** Term of office ends: 2026 Shareholders' General Meeting

*** Ratification of the co-optation will be proposed at the 2026 Shareholders' General Meeting

Renewal of three directors' term and ratification of the co-optation of one Director (14 April 2026)

	Position(s)	Board's evaluation	Year of first appointment
Xavier Huillard French nationality	<ul style="list-style-type: none"> Chairman of the Board of Directors of VINCI 	Not independent (non-executive officer)	2006
Claude Laruelle French nationality	<ul style="list-style-type: none"> Group Executive Director, Performance, Impact, Investment and Finance Division, EDF 	Independent	2022
René Medori French and British nationalities	<ul style="list-style-type: none"> Company Director 	Independent	2018
Frédéric Nougarede French nationality	<ul style="list-style-type: none"> Project manager, VINCI Construction Grands Projets 	Not independent (Director representing employee shareholders)	2025

Main characteristics of the Board's membership after the AGM if the resolutions are voted

42%

Female members*

43%

Foreign or dual national members

73%

Independent members**

Composition of the Board after the AGM

14 directors, including:
• 2 representing employees
• 1 representing employee shareholders

8 independent Directors

9 men and **5** women

6 directors who are foreign nationals or have dual nationality***

Average tenure: **5.1** years

* Excluding the Directors representing employees

** Excluding the Directors representing employees and the Director representing employee shareholders

*** The term of office of Roberto Migliardi, director of French nationality representing employees, will expire at the end of the AGM on 14 April 2026. He will be replaced by Nelson Martinho Galego, a Portuguese national

Remuneration Committee in 2025

Three meetings in 2025
100% attendance



Marie-Christine Lombard*
Chair



René Medori**



Alain Saïd
Director representing employees



Maria Victoria Zingoni

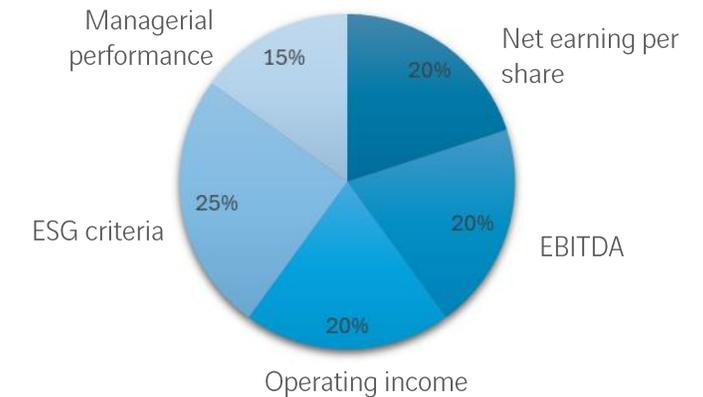
Composition	Main responsibilities	Activities in 2025
<p>Independent Chair: Marie-Christine Lombard</p> <p>4 members (3 independent members and 1 employee representative)</p>	<ul style="list-style-type: none"> ✓ Compensation of the executive and non-executive officers ✓ Monitoring of employee shareholding ✓ Retention and motivation plans for executives and managers 	<ul style="list-style-type: none"> ✓ Reviewing the executive and non-executive company officers' compensation policies ✓ Setting the executive officers' variable compensation in respect of FY 2024 ✓ Monitoring employee shareholding ✓ Implementing long-term incentive plans and monitoring performance on vested long-term incentive plans

Remuneration policy for the Chief Executive Officer

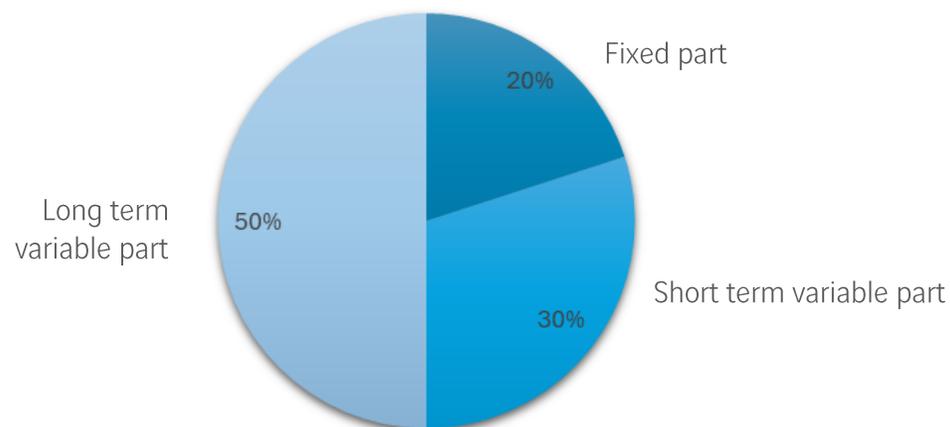
Structure of the Chief Executive Officer's capped remuneration:

- **Short-term fixed component:** €1,300,000
- **Short-term variable component:** 150% maximum of the fixed compensation i.e. €1,950,000 on an annual basis
- **Long-term variable component:** number of shares corresponding to an IFRS 2 fair value capped at 100% of the total of fixed remuneration plus the upper limit of the short-term variable component i.e. €3,250,000

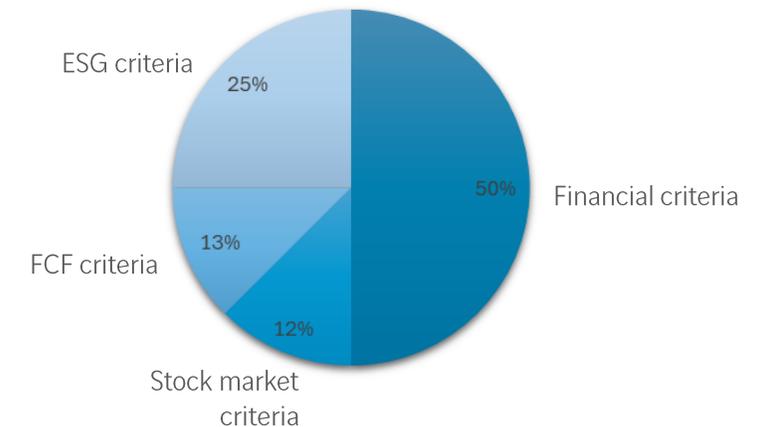
Short term variable part



CEO compensation structure



Long term variable part



Remuneration policy for the Chairman of the Board of Directors

Structure of the Chairman's remuneration:

- **Short-term fixed component:** €900,000 per year
- **No short-term or long-term variable component**
- Deemed to include any other remunerations if any received from VINCI Group's companies

Remuneration policy for the Board members

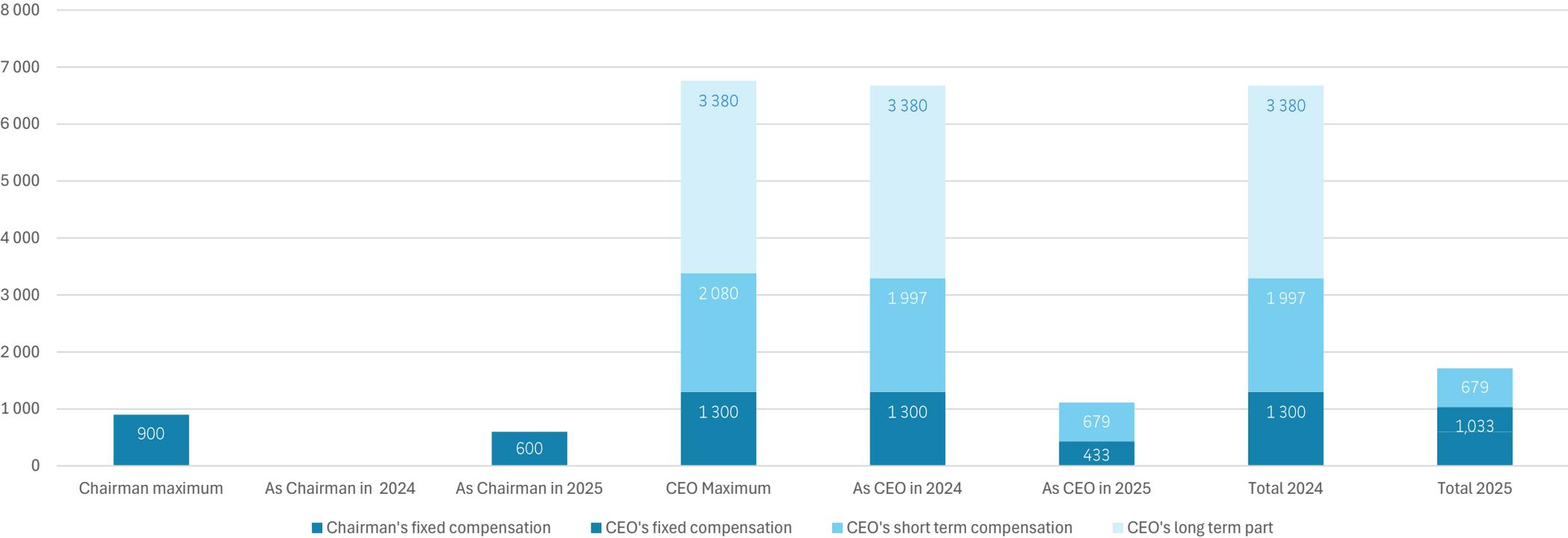
Annual ceiling €1,800,000



Remuneration of Xavier Huillard

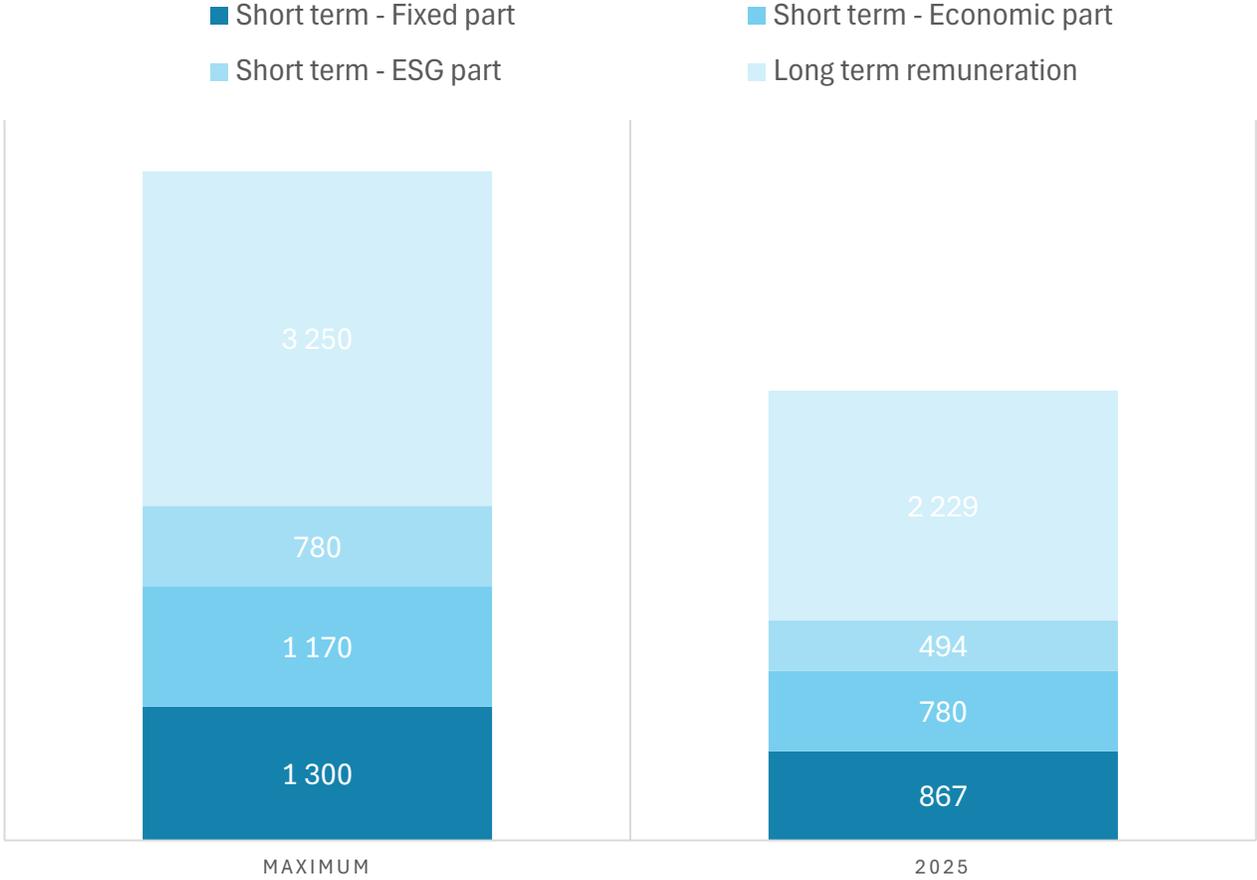
Chairman and Chief Executive Officer, for the period from 1 January to 30 April 2025 and Chairman of the Board as of 1 May 2025

In thousands of euros



Remuneration of Pierre Anjolras

Chief Executive Officer, for the period from May 1 to December 31, 2025



In thousands of euros

Shareholders' General Meeting: calendar



* Date by which a shareholder's shares must be registered in order to participate in the Shareholders' General Meeting

3 2025 environmental performance

VINCI's ESG ratings in 2025



	2025	2024	2023
CDP Climate	A	B	A-
CDP Water Security	B	B	B
CDP Forest	B	B-	C

Note :

- A score: demonstration of environmental leadership and science-based climate action across all operations and the value chain
- B score: robust environmental management



ESG Risk Rating Last Full Update Dec/2025

26.5
Medium Risk

Rank | Percentile

Industry
(Construction & Engin... 25 / 328 | 8th)

Subindustry
(Non-Residential Con... 25 / 328 | 8th)

MSCI
ESG RATINGS



Disclosure score: 89%
(vs industrials average: 55%)



6 airports achieved
Net Zero emissions for
Scopes 1 and 2

EU Taxonomy – 2025 performance overview

48%

of eligible revenue

26%

of aligned revenue

Most contributing sectors to the eligibility and alignment of VINCI's activities in 2025:

- Transmission and distribution of electricity
- Infrastructure for rail transport
- Activities related to the energy performance of buildings
- Construction and renovation of buildings
- Electricity generation from wind power and solar PV

64%

of eligible Capex

33%

of aligned Capex





FORGING A SUSTAINABLE WORLD



Act for the climate



Optimise resources thanks to circular economy



Preserve natural environments

2025 environmental performance across climate, resources and natural environments pillars



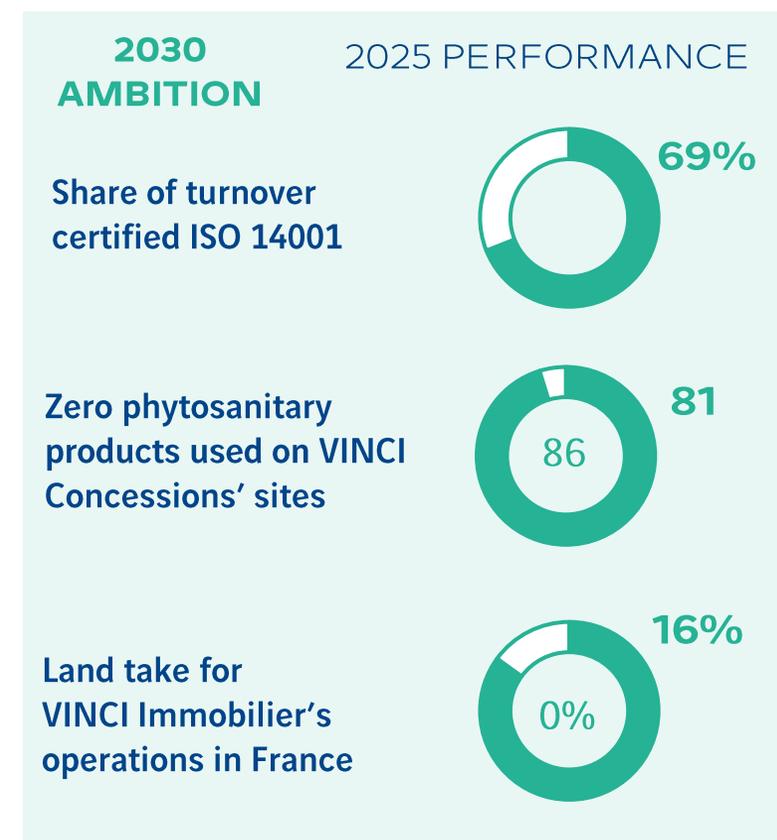
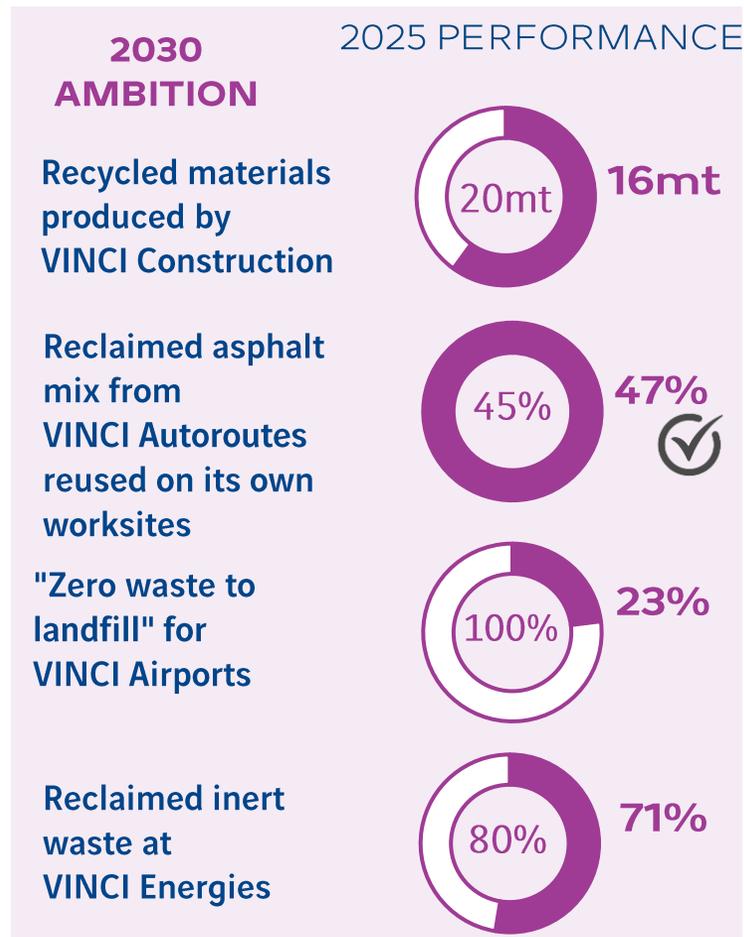
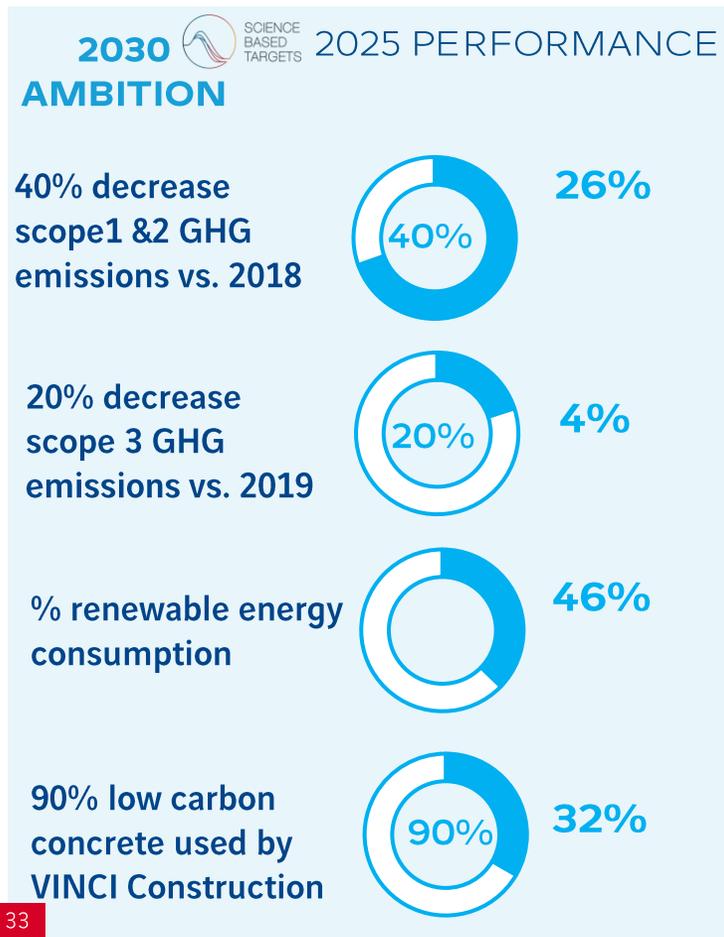
Act for the climate



Optimise resources thanks to circular economy



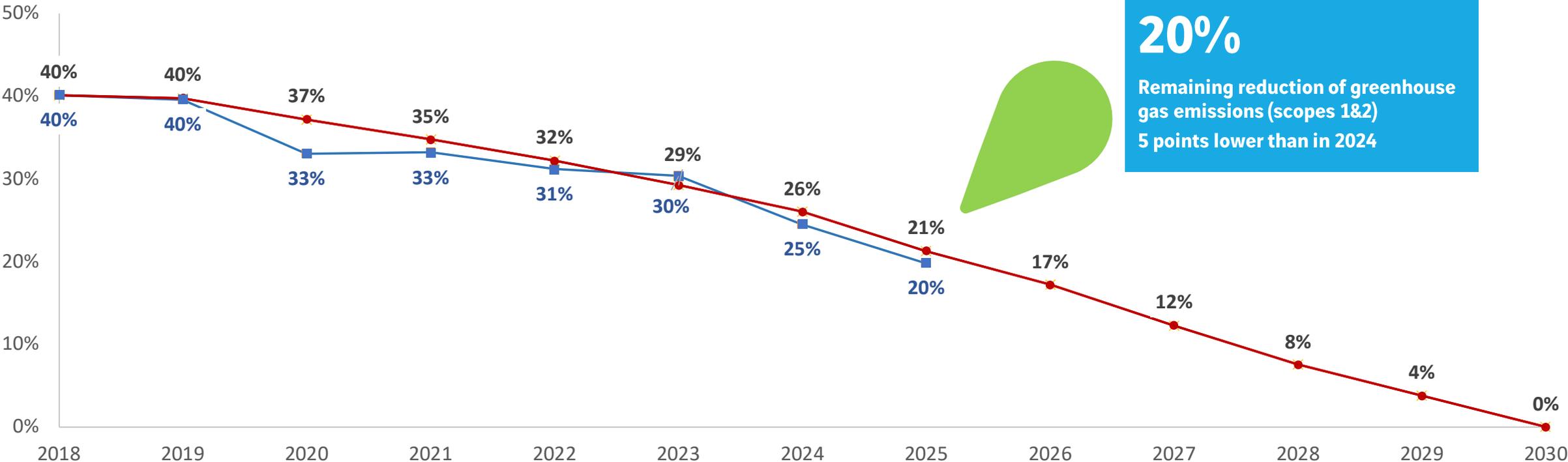
Preserve natural environments



VINCI's direct emissions reduction trajectory

Scopes 1&2 greenhouse gas emissions, as of 31.12.2025 (~2.1 MtCO₂eq)

Data in absolute value and adjusted for the impact of acquisitions



20%
 Remaining reduction of greenhouse gas emissions (scopes 1&2)
 5 points lower than in 2024

— Target (% remaining to be reduced)

—■— Actual trajectory

Contribution to direct emissions



39% SITE MACHINERY AND HEAVY VEHICLES



29% INDUSTRIAL ACTIVITIES



23% COMPANY CARS AND UTILITY VEHICLES



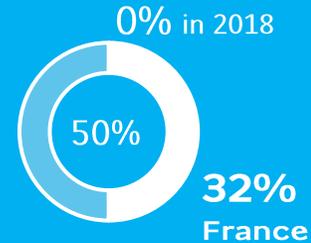
9% BUILDINGS



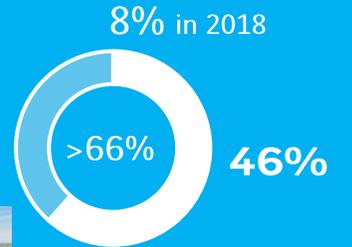
Actions to reduce direct emissions

Fossil energy substitution

Conversion of vehicle fleet to low-emission vehicles

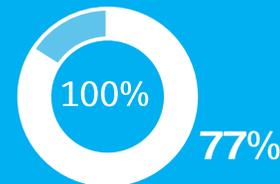


Consumption of renewable electricity

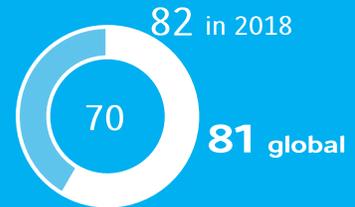


Energy efficiency

LED lighting in concessions

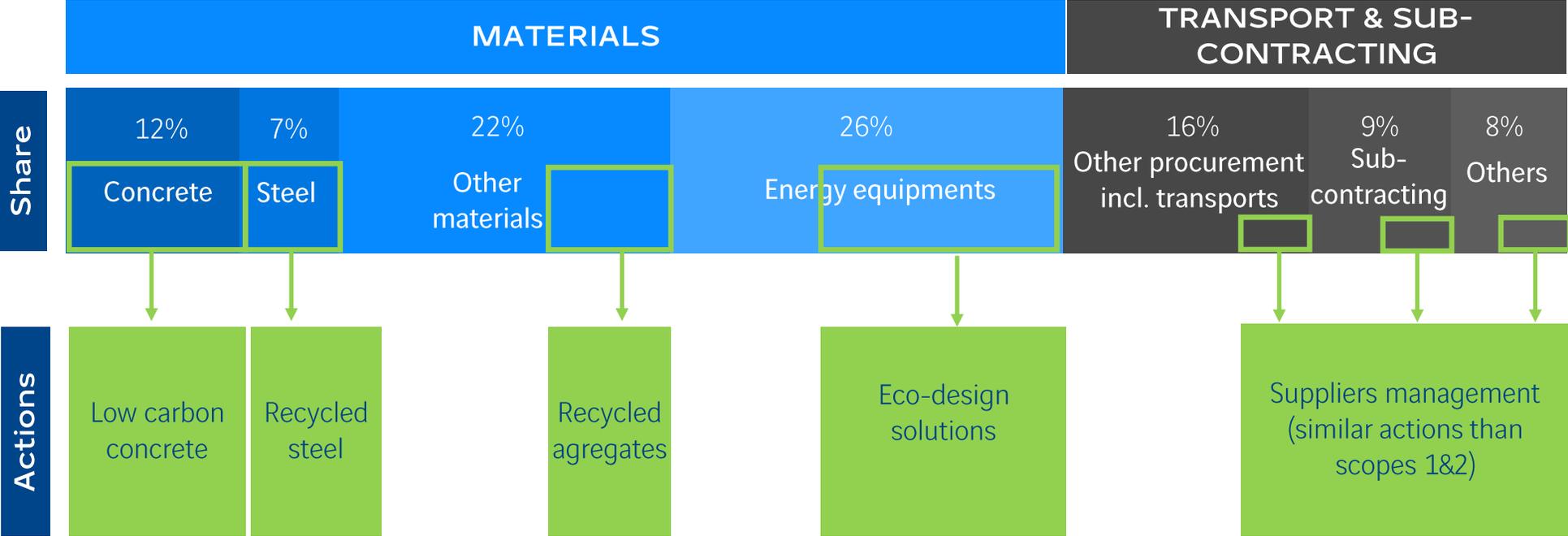


Reduction of energy consumption by asphalt plants, in kWh/tonne of asphalt produced



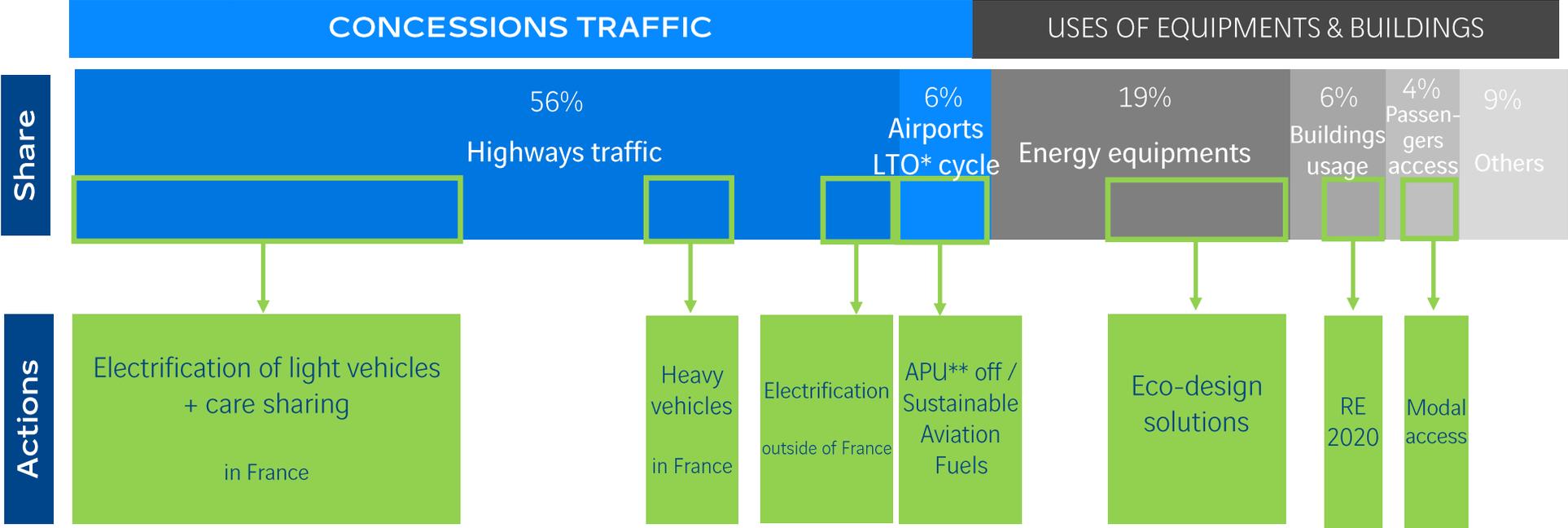
Overview of the Scope 3 upstream categories

Greenhouse gas emissions, scope 3 upstream (~19 MtCO₂e)



Overview of the Scope 3 downstream categories

Greenhouse gas emissions, scope 3 downstream (~29 MtCO₂e)
MtCO₂e)



*LTO – Landing Take-Off
**APU – Auxilliary Power Units

Turning ambition into collective impact



SCALE UP ! PROGRAM



Scaling the VINCI Environmental Awards

19
innovative environmental solutions coached in 2025 to accelerate their growth trajectory

environment.vinci.com



TRAININGS



92,000

Employees or 32% of the Group's workforce have completed the environmental ambition e-learning program

COMMUNITY IN ACTION



+500

committed champions involved in the Ecowork community

VINCI annual Environment Day

Acting for the climate



Railways



Maintenance



Charging points



Transmission lines



Networks



Offshore



Transfert plant



Subways



Tramways



Cycle paths and pedestrian walkways



Solar plants



PV shade structures



Nuclear



Hydro power



Onshore power supply

Low carbon mobility



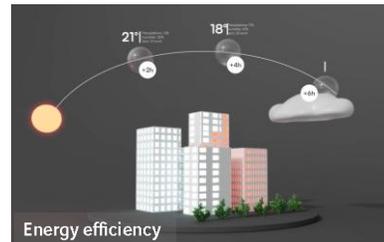
Urban recycling



Material mixity



Renovation



Energy efficiency



LED lighting

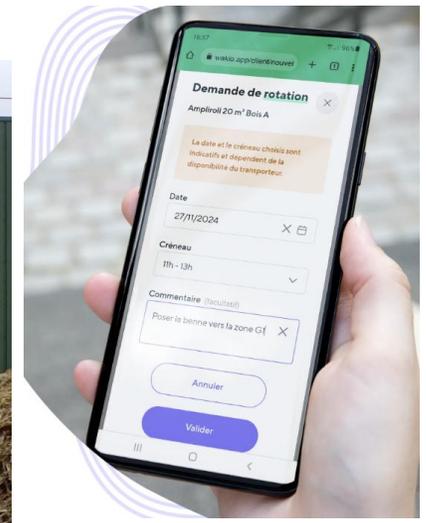
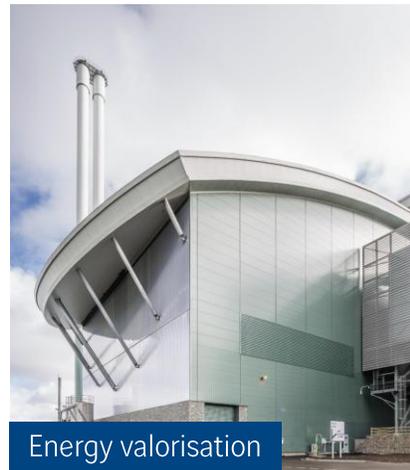
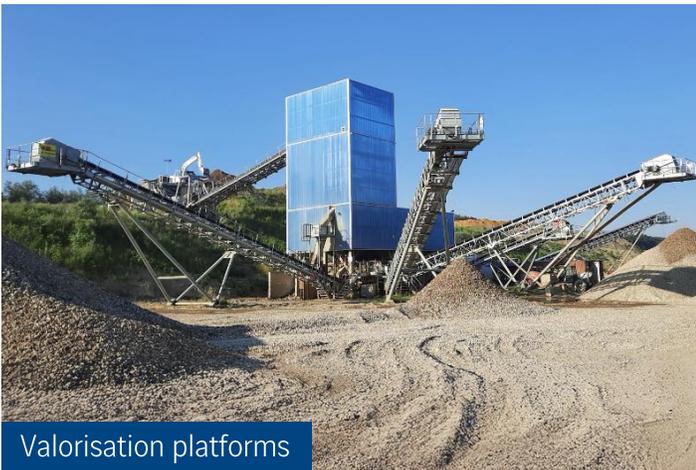


Monitoring

Energy infrastructures

Resilient & Low carbon buildings

Optimizing resources thanks to the circular economy



Preserving natural environments



Water trench piping



Zero wastewater discharge



Ecological engineering



Green roofs



Water and wastewater networks



Wastewater treatment plants



Recycling brownfield assets



Nature in cities

4 2025 social performance

VINCI's social performance in 2025

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders

4
Together!
Engage in civic projects

4,000

long-term unemployed people supported in 2025 on integration programmes

6,500

high-school students welcomed on the orientation section of Give Me Five programme

€7m

of funding provided to non-profits by the Group's foundations (€77 m since 2002)

5
Together!
Strive for zero accidents

76%

of companies without lost-time occupational accidents

0.42

workplace accident severity rate

5.70

lost-time workplace accident frequency rate

3,500,000

training hours in health and safety

6
Together!
Foster equality and diversity

24.3%

female managers in 2025 (vs 18.5% in 2016)

25.5%

of women sitting on the management committees of Group companies in 2025 (vs 8.6% in 2018)

Objectives

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions

7
Together!
Promote sustainable careers

7,053,383

hours of training provided in 2025

92.6%

permanent job contracts

10,386

young people under 25 years old recruited

84,785

people recruited worldwide

8
Together!
Share the benefits of our performance

More than **87%** of all employees can subscribe to an employee share ownership programme

€589m

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

VINCI's social performance in 2025

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders

4
Together!
Engage in civic projects

4,000

long-term unemployed people supported in 2025 on integration programmes

6,500

high-school students welcomed on the orientation section of Give Me Five programme

€7m

of funding provided to non-profits by the Group's foundations (€77 m since 2002)

5
Together!
Strive for zero accidents

76%

of companies without lost-time occupational accidents

0.42

workplace accident severity rate

5.70

lost-time workplace accident frequency rate

3,500,000

training hours in health and safety

6
Together!
Foster equality and diversity

24.3%

female managers in 2025 (vs 18.5% in 2016)

25.5%

of women sitting on the management committees of Group companies in 2025 (vs 8.6% in 2018)

Objectives

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions

7
Together!
Promote sustainable careers

7,053,383

hours of training provided in 2025

92.6%

permanent job contracts

10,386

young people under 25 years old recruited

84,785

people recruited worldwide

8
Together!
Share the benefits of our performance

More than **87%** of all employees can subscribe to an employee share ownership programme

€589m

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

Together, engage in civic projects

INTEGRATION OF YOUNG PEOPLE

FRANCE



OUR 16 FOUNDATIONS

WORLDWIDE (18 countries)



LOCAL ACTIONS

WORLDWIDE



VINCI's social performance in 2025

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders

Together!
Engage in civic projects 4

4,000

long-term unemployed people supported in 2025 on integration programmes

6,500

high-school students welcomed on the orientation section of Give Me Five programme

€7m

of funding provided to non-profits by the Group's foundations (€77 m since 2002)

Together!
Strive for zero accidents 5

76%

of companies without lost-time occupational accidents

0.42

workplace accident severity rate

5.70

lost-time workplace accident frequency rate

3,500,000

training hours in health and safety

Together!
Foster equality and diversity 6

24.3%

female managers in 2025 (vs 18.5% in 2016)

25.5%

of women sitting on the management committees of Group companies in 2025 (vs 8.6% in 2018)

Objectives

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions

Together!
Promote sustainable careers 7

7,053,383

hours of training provided in 2025

92.6%

permanent job contracts

10,386

young people under 25 years old recruited

84,785

people recruited worldwide

Together!
Share the benefits of our performance 8

More than **87%** of all employees can subscribe to an employee share ownership programme

€589m

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

Together, strive for zero accidents

AN IN-HOUSE NETWORK
2,850 HEALTH AND SAFETY SPECIALISTS
WORLDWIDE



SENSIBILISATION
SAFETY WEEK
WORLDWIDE



Last minute change?
SAVE LIVES,
SAY STOP! 🖐️



HEALTH AT WORK
COMMUNICATION PLAN
WORLDWIDE



VINCI's social performance in 2025

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders

4
Together!
Engage in civic projects

4,000

long-term unemployed people supported in 2025 on integration programmes

6,500

high-school students welcomed on the orientation section of Give Me Five programme

€7m

of funding provided to non-profits by the Group's foundations (€77 m since 2002)

5
Together!
Strive for zero accidents

76%

of companies without lost-time occupational accidents

0.42

workplace accident severity rate

5.70

lost-time workplace accident frequency rate

3,500,000

training hours in health and safety

6
Together!
Foster equality and diversity

24.3%

female managers in 2025 (vs 18.5% in 2016)

25.5%

of women sitting on the management committees of Group companies in 2025 (vs 8.6% in 2018)

Objectives

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions

7
Together!
Promote sustainable careers

7,053,383

hours of training provided in 2025

92.6%

permanent job contracts

10,386

young people under 25 years old recruited

84,785

people recruited worldwide

8
Together!
Share the benefits of our performance

More than **87%** of all employees can subscribe to an employee share ownership programme

€589m

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

Together, foster equality and diversity

Establishing an inclusive working environment

**CERTIFICATION
LABEL DIVERSITÉ
FRANCE**



**SEXISM
#NotAtVINCI
WORLDWIDE**



**INTERNAL SEMINARS
TOUR DE FRANCE DE L'INCLUSION
FRANCE**



Together, foster equality and diversity

Gender balance: our priority

our ambition:
gender balance

connect *her*

Recruitment

Streamlining the process
of hiring female talent

Development

Empowering women
to advance and climb
the ranks within our
companies

Orientation

Inspiring girls to pursue
careers in science and
technology

Together, foster equality and diversity

Gender balance: our priority

PARTNERSHIP
ELLES BOUGENT
WORLDWIDE



connect *her*
orientation

RECRUITMENT FORUM
TOP WOMEN TECH
GERMANY AND BELGIUM



connect *her*
recruitment

MENTORING
ELEVATE / PLURI'ELLES
WORLDWIDE



connect *her*
development



VINCI's social performance in 2025

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders

Together!
Engage in civic projects 4

4,000

long-term unemployed people supported in 2025 on integration programmes

6,500

high-school students welcomed on the orientation section of Give Me Five programme

€7m

of funding provided to non-profits by the Group's foundations (€77 m since 2002)

Together!
Strive for zero accidents 5

76%

of companies without lost-time occupational accidents

0.42

workplace accident severity rate

5.70

lost-time workplace accident frequency rate

3,500,000

training hours in health and safety

Together!
Foster equality and diversity 6

24.3%

female managers in 2025 (vs 18.5% in 2016)

25.5%

of women sitting on the management committees of Group companies in 2025 (vs 8.6% in 2018)

Objectives

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions

Together!
Promote sustainable careers 7

7,053,383

hours of training provided in 2025

92.6%

permanent job contracts

10,386

young people under 25 years old recruited

84,785

people recruited worldwide

Together!
Share the benefits of our performance 8

More than **87%** of all employees can subscribe to an employee share ownership programme

€589m

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

Together, promote sustainable careers through our trainings centers



Together, promote sustainable careers

through our common culture: VINCI Academy

DIGITAL TRAINING PLATFORM WORLDWIDE



"BY VINCI" PROGRAMMES WORLDWIDE

- LEGAL by VINCI
- FINANCE by VINCI
- COMMUNICATION by VINCI
- ENVIRONMENT by VINCI
- SAFETY by VINCI
- HR by VINCI

EXECUTIVE PROGRAMMES WORLDWIDE

Shape THE Future

- MANAGEMENT FORUM
- COOPERATE

Design OUR Future

- EXPLORE & CONNECT
- DARE TOGETHER

VINCI's social performance in 2025

Aiming for all-round performance and sharing the benefits of our performance with our stakeholders



4,000

long-term unemployed people supported in 2025 on integration programmes

6,500

high-school students welcomed on the orientation section of Give Me Five programme

€7m

of funding provided to non-profits by the Group's foundations (€77 m since 2002)



76%

of companies without lost-time occupational accidents

0.42

workplace accident severity rate

5.70

lost-time workplace accident frequency rate

3,500,000

training hours in health and safety



24.3%

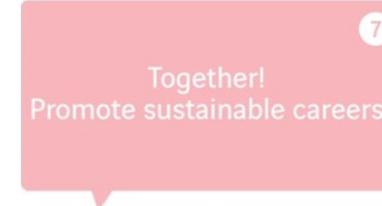
female managers in 2025 (vs 18.5% in 2016)

25.5%

of women sitting on the management committees of Group companies in 2025 (vs 8.6% in 2018)

Objectives

Increase to **30%** by 2030 the proportion of women on management committees and in managerial positions



7,053,383

hours of training provided in 2025

92.6%

permanent job contracts

10,386

young people under 25 years old recruited

84,785

people recruited worldwide



More than **87%** of all employees can subscribe to an employee share ownership programme

€589m

paid by the group to employee share ownership, incentive, profit-sharing and collective retirement plans in France

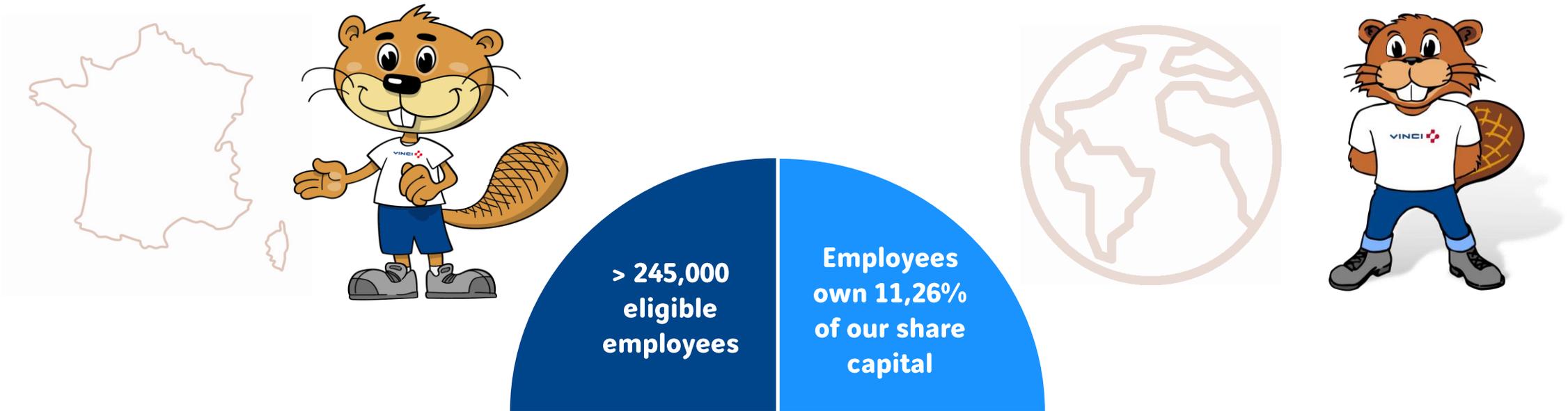
Together, share the benefits of our performance

Castor France

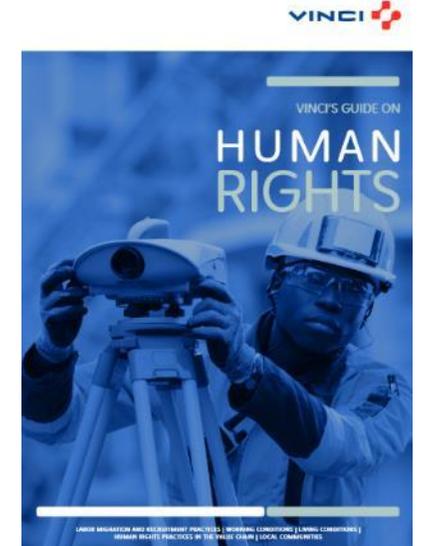
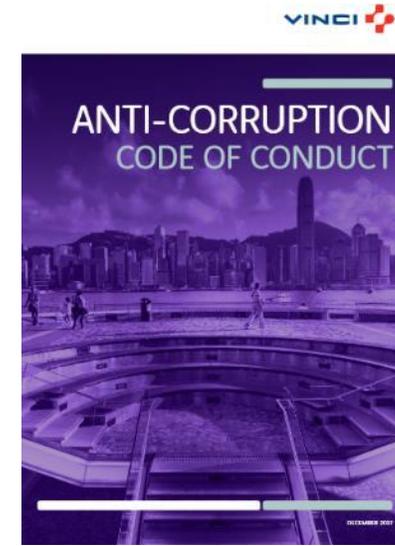
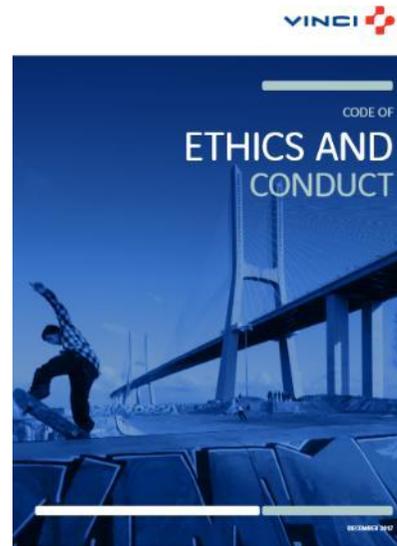
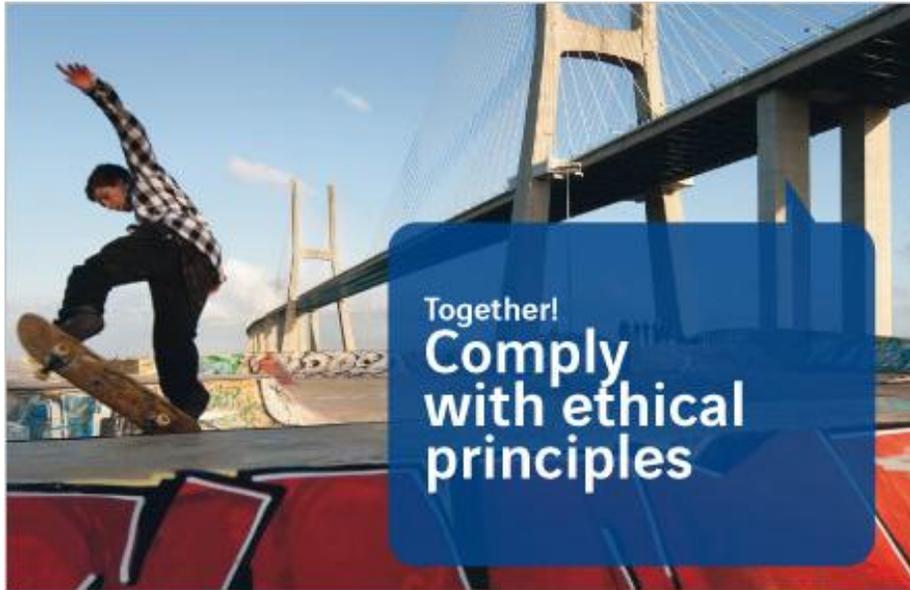
- up to €3,500 matching investment
- 5% discount on subscription price
- 3 offers per year (continuously)
- Launched in 2000

Castor International

- up to 80 free shares
- in 45 eligible countries
- 1 offer per year (in may)
- Launched in 2012 (14 countries)



Ethics and Human Rights



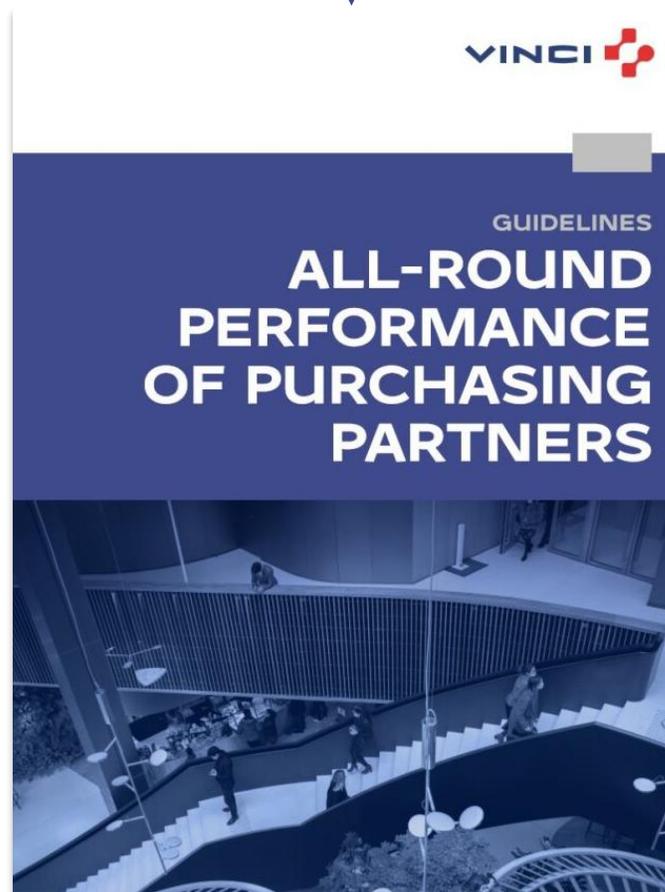
Documents available in ~30 languages

Responsible procurement

Two framework documents

Internal Guidelines

External Guidelines



In line with the Group's commitments and values, VINCI expects each of its purchasing partners to respect and ensure respect within its own supply chain for the principles and values set out in our All-Round Performance Guidelines for Purchasing Partners.

€12.7 bn

Total procurement spend covered by an environmental and social risk mapping

VINCI's whistleblowing platform



English

<https://www.vinci-integrity.com>

Accessible to:

- Group's employees
- External or occasional employees
- Other stakeholders in projects run by Group entities

 To ensure that reports remain strictly confidential, VINCI has introduced this platform, featuring a high level of security. For further information [click here](#).

Welcome to VINCI Integrity

As part of the Group's whistleblowing system, VINCI Integrity enables you to report serious violations concerning human rights, the environment, business ethics or health and safety of which you are personally aware in the working environment.

The reports are handled under the strictest conditions of confidentiality by [the Group Ethics and Vigilance Department](#).



Submit a report



Track my report

The procedure

[What are the areas concerned?](#)

[What happens after I submit a report?](#)

[How soon will I receive a reply after submitting my report?](#)

[How can I be sure that my report will remain confidential?](#)

[What happens if the report turns out to be unfounded?](#)

[What is the "Track my report" button used for?](#)

[What should I do if I lose my report references?](#)

Anti-corruption Code of Conduct

Code of Ethics and Conduct

Guide on Human Rights

Occupational health and safety

Environmental guide

VINCI's guide on human rights



THE GUIDE:

- identifies VINCI's **salient issues** (5 areas divided into 17 themes) and **associated guidelines** for each theme;
- has a **universal dimension** within the group;
- applies to all our companies regardless of their business and the country where they are established;
- constitutes a **progressive approach**.

DEDICATED E-LEARNING AVAILABLE TO ALL EMPLOYEES IN NINE LANGUAGES

HUMAN RIGHTS

The 5 key points to remember

01 Our activities, just like those of any other company, can have an impact on human rights which may be positive or negative. This must be identified beforehand and any risks of infringement must be prevented.

It is vital to **open up a dialogue** and to **bring together relevant stakeholders** to be able to analyse the situation and identify suitable solutions. With regard to a concession, the quality of relationships with stakeholders is decisive from the construction phase onwards and the project must be sustainably anchored in the region.

02

03 The company's activities but also clients, etc.).

On occasion, **stakeholders** may be identified which are outside our contractual framework, taking a **proactive role** in seeking of the responsible party.

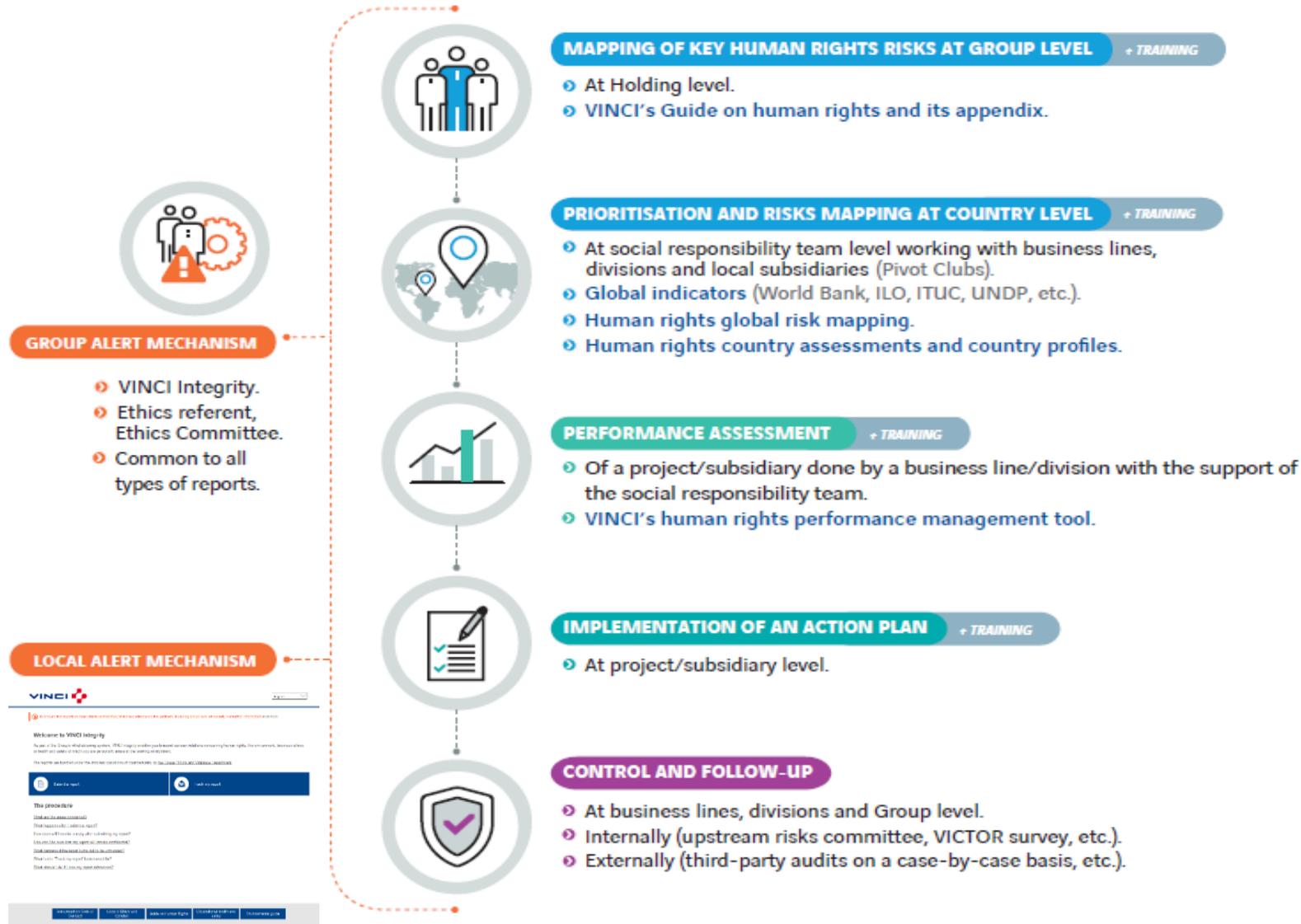
04

05 An infringement of human rights, made by one of its subsidiaries or by a business opportunity.

CHAPTER 2 / THE MEETING

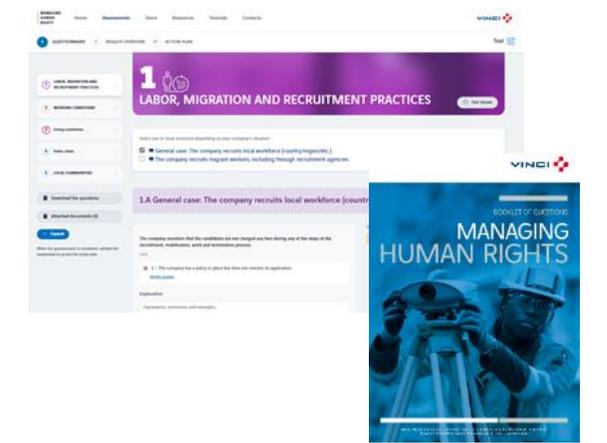
> Around 53,000 employees in 116 countries at end of 2025

Deployment of the approach



Country Risk-Assessment Overview (1/2)

Country	Key Risks	Assessment	Recommendations
Colombia	Human Rights, Labor Rights	High	Strengthen human rights training, improve labor practices
Costa Rica	Human Rights, Labor Rights	Medium	Enhance labor relations, improve grievance mechanisms
Guatemala	Human Rights, Labor Rights	High	Strengthen human rights training, improve labor practices
Honduras	Human Rights, Labor Rights	High	Strengthen human rights training, improve labor practices
Paraguay	Human Rights, Labor Rights	Medium	Enhance labor relations, improve grievance mechanisms
Puerto Rico	Human Rights, Labor Rights	Medium	Enhance labor relations, improve grievance mechanisms
Venezuela	Human Rights, Labor Rights	High	Strengthen human rights training, improve labor practices



Key deployment indicators at the end of 2025

146 subsidiaries assessed

(138 end of 2024)

= 14% of international subsidiaries (excl. France)

in 50 countries

(44 end of 2024)

More than 45,000 employees covered

(38,000 end of 2024)

24% of the Group's workforce covered (excluding France)

(22% end of 2024)

in particular:

67% of the Group's workforce in non-OECD member countries
(52% end of 2024)

73% of the Group's workforce in Africa
(67% end of 2024)

59% of the Group's workforce in Latin America
(40% end of 2024)

64% of the Group's workforce in Asia and the Middle East
(60% end of 2024)

Main collaborative initiatives

Entreprises pour les droits de l'Homme

Building Responsibly

Leadership Group for responsible recruitment

Global Compact

Global Deal

Global Business Network for Social Protection Floors (French platform)

Founding member of BUILDING RESPONSIBLY



Group of leading engineering and construction companies working together to raise the bar in promoting the rights and welfare of workers across the industry and to facilitate the dissemination of workers' welfare standards throughout the value chain (subcontractors, customers, partners, etc.)

[Building Responsibly \(building-responsibly.org\)](http://building-responsibly.org)

BR BUILDING RESPONSIBLY

Worker Welfare Principles

Building Responsibly developed these Principles to serve as the global standard on worker welfare for the engineering and construction industry. They address key areas of worker vulnerability to raise standards and level the playing field so that competitiveness is not at the expense of the worker. Given differing local and national requirements and external guidelines, these Principles establish a common, global baseline for the treatment of workers in the engineering and construction industry. By collectively committing to and promoting these Principles, we can foster a business environment that advances the safety, security, and welfare of all people—especially those working in the construction sector.

Building Responsibly members are committed to acting ethically and with integrity in all their business dealings with respect to worker welfare by supporting and adopting the following Principles:

- 1 Workers Are Treated with Dignity, Respect, and Fairness**
Workers, irrespective of their nationality, gender, ethnicity, social and legal status, race, religion, or other protected status, are treated with dignity, respect, and fairness, and are not subject to harassment, discrimination, abuse, or inhuman or degrading treatment.
- 2 Workers Are Free from Forced, Trafficked, and Child Labor**
Workers are not subject to forced, coerced, trafficked, bonded, child, or involuntary labor of any form.
- 3 Recruitment Practices Are Ethical, Legal, Voluntary, and Free from Discrimination**
Workers shall be recruited through ethical and legal means whereby all recruitment shall be free from discrimination and all forms of involuntary labor, slavery, and trafficking. Companies should commit to responsible recruitment in their operations and prohibit the payment of fees by the worker. Conditions of employment shall be transparent and agreed upon in writing prior to commencing work in a language that is understood by the worker.
- 4 Freedom to Change Employment Is Respected**
Workers are free to refuse their contract; cancel and change their employment; and, where appropriate, return home travel at the end of their employment contract should be provided.
- 5 Working Conditions Are Safe and Healthy**
Workers have a safe and healthy work environment, subject to a robust health and safety management system that is compliant with all governing health and safety laws and regulations and is aligned with applicable international standards and industry best-practice. This includes access to safe and clean transportation and welfare amenities on project sites; and the promotion of transparent and external reporting regarding health and safety incidents.
- 6 Living Conditions Are Safe, Clean, and Habitable**
Workers, when provided with accommodation, have living conditions that are safe, clean, hygienic, and habitable, where consideration is given to their physical and mental health and well-being.
- 7 Access to Documentation and Mobility Is Unrestricted**
Workers have access to passports and personal documentation at all times. Workers shall have freedom of movement outside normal working hours, unless there are legitimate safety or security issues that might threaten the health, safety, or well-being of the worker.
- 8 Wage and Benefit Agreements Are Respected**
Workers are paid their agreed wages regularly and on time. Workers will receive all benefits to which they are entitled in accordance with contractual arrangements.
- 9 Worker Representation Is Respected**
Workers have the right to freedom of association. In countries where the right to freedom of association is restricted under law, companies should recognize the right of workers to develop alternative means for independent and free association and to communicate and promote their rights and welfare.
- 10 Grievance Mechanisms and Access to Remedy Are Readily Available**
Workers have, and are aware of, the means to report grievances or any activity that is inconsistent with these Principles without fear of retaliation, retribution, or dismissal, and to have them addressed in a prompt, fair, and consistent manner.

Socio-economic footprint* of VINCI's activities in France by UTOPIES ©



462,000 jobs

supported in France, i.e.

1.6%

of national jobs



€16 billion of purchases

from French suppliers and

€4.9 billion

of taxes and social charges in France



€35.7 billion

of GDP contribution, i.e.

1.5%

of national GDP

95%

of purchases made in France for French activities

48%

of purchases made with SMEs/VSEs

*This third study was completed in 2024 on the scope of operations in France, based on 2023 VINCI data.

Contacts



Grégoire THIBAUT
Head of investor relations

gregoire.thibault@vinci.com
+33 1 57 98 63 84



Patrick RICHARD
Secretary General of VINCI
and Secretary to the Board of
Directors

patrick.richard@vinci.com
+33 1 57 98 64 90



Ludovic DEMIERRE
Head of Human resources

ludovic.demierre@vinci.com
+33 1 47 16 49 36



Marie RICHARD
Investor relations officer

marie.richard@vinci.com
+33 1 57 98 66 53



Sophie DEIS-BEAUQUESNE
General Counsel

sophie.deis-beauquesne@vinci.com
+33 1 57 98 63 52



Isabelle SPIEGEL
Head of Environment

isabelle.spiegel@vinci.com
+33 1 57 98 63 72



Sarah TESEI
Social Innovation Director

sarah.tesei@vinci.com
+33 1 57 98 63 79



Sylvie DE ROMEMONT
Deputy General Counsel

sylvie.deromemont@vinci.com
+33 1 57 98 64 93



Marine JUBERT
Head of Sustainable Finance

marine.jubert@vinci.com
+33 6 99 05 41 33



R E A L
S U C C E S S
I S T H E
S U C C E S S
Y O U S H A R E