



Yearbook
2025

Contents



02 Album

Our performance
and our organisation

14



24 Our business
lines

Our human
resources

52



62 Our commitment
to solidarity

Profile

In a world undergoing constant change, VINCI Energies contributes to the environmental transition by helping bring about major trends in the digital landscape and energy sector.

VINCI Energies' teams roll out technologies and integrate customised multi-technical solutions, from design to implementation, operation and maintenance. With their strong local roots and agile and innovative structure, VINCI Energies' 2,200 business units have positioned themselves at the heart of the energy choices of their customers, boosting the reliability, efficiency, and sustainability of their infrastructure and processes.

VINCI Energies strives for global performance, caring for the planet, useful to people and committed to local communities.



*Find
out more*



Album

Omexom delivers the Lake Line 1 turnkey transmission project, boosting Finland's high-voltage grid.

SOLIDARITY
IN **MOTION**



On July 20, 50 VINCI Energies ‘Coureurs du Cœur’ proudly took part in the **Étape du Tour 2025**, racing in the colors of Mécénat Chirurgie Cardiaque as they tackled 131 kilometers and 4,500 meters of elevation across five iconic climbs. Beyond the athletic feat, their commitment helped five children with heart defects receive life-saving surgery. Since 2017, VINCI Energies has partnered with Mécénat Chirurgie Cardiaque, bringing together sporting passion and solidarity to give children from all backgrounds a chance at life.



Find
out more

FOSTERING
INCLUSIVE LEARNING
IN **TIMOR-LESTE**

A team of VINCI Energies collaborators traveled to Timor-Leste to see firsthand how digital tools are transforming classrooms, showcasing a flagship UNICEF* program supported by VINCI Energies. Launched in 2022, with the government engaged to promote digital education, the initiative leverages technology and blended learning to foster inclusive education, addressing linguistic diversity, gender equality, and disability inclusion. Now active in 10 schools across three municipalities, it already supports 2,000 students in Grades 1–9 and helps close literacy gaps for thousands of children.



* UNICEF does not endorse any company, brand, product or service.



EXPANDING OMEXOM'S FOOTPRINT IN **ROMANIA**

VINCI Energies has acquired **EnergoBit, a leading Romanian energy infrastructure group based in Cluj-Napoca.** With 925 employees across eight sites and €120 million in revenue, EnergoBit brings best-in-class expertise in energy engineering, installation, and automation. This strategic move will strengthen the Omexom brand in Romania and support the country's accelerating energy transition and infrastructure modernization.

A NEW LANDMARK IN **MOROCCAN MEDICINE**



In Rabat, VINCI Energies is delivering MEP systems for the Mohammed VI International University Hospital, a landmark of modern medicine in Africa. The project comprises four six-story medical buildings and a 25-story tower, housing a 540-bed hospital alongside a health sciences university. Over 24 months, teams will equip high-risk operating theaters, sterile rooms, ICUs, and emergency units, setting a new standard for advanced healthcare infrastructure in the region.

BALANCING THE GRID IN SCOTLAND



Located 25 miles southwest of Glasgow, the Kilmarnock BESS (Battery Energy Storage System) project is a major step toward building a resilient, low-carbon power grid in Scotland. Delivered by Omexom for Zenobē, this 300 MW battery stores electricity during periods of low demand and releases it at peak times. The project, which includes civil works, a new 400 kV substation, and high-voltage cable connections, enhances national grid stability and supports the growth of renewable energy.



A STRATEGIC EDGE IN THE GERMAN DEFENSE SECTOR

SAM Electronics, a subsidiary of Finnish manufacturer Wärtsilä Corporation, has joined VINCI Energies, further strengthening its presence in the German defense market. Based in Hamburg, the company generates €100 million in annual revenue and specializes in electrical and automation systems for the maritime sector. Through Actemium, VINCI Energies is now leveraging the expertise of 350 highly skilled employees to expand its industrial services portfolio.



SAFER, FASTER JOURNEYS THROUGH **NORWAY**

In northern Norway, amid breathtaking fjords, Traftec is equipping the E10 Hålogandsveien with state-of-the-art electromechanical systems for tunnels and roads.

Working under Skanska, the VINCI Energies business unit is delivering integrated solutions for lighting, ventilation, fire safety cabinets, signage, across 27 kilometers of tunnels.

Once completed, the project will improve road safety, reduce travel times, and boost regional economic growth.

CHANGI TERMINAL 5 TAKES OFF IN **SINGAPORE**

As Singapore expands its airport capacity, Wah Loon Engineering is playing a key role in shaping the future of Terminal 5 at Changi East by constructing a remote stand along with its associated M&E systems. The project includes a 16,706 m² ancillary building, 20 aircraft stands, and 3,000 meters of new taxiways. Scheduled from 2026 to 2032, this development will support rising passenger traffic and reinforce Changi's position as a leading global aviation hub for decades to come.



FUTURE-READY DIGITAL
INFRASTRUCTURES
FOR **DUTCH EDUCATION
AND RESEARCH INSTITUTIONS**

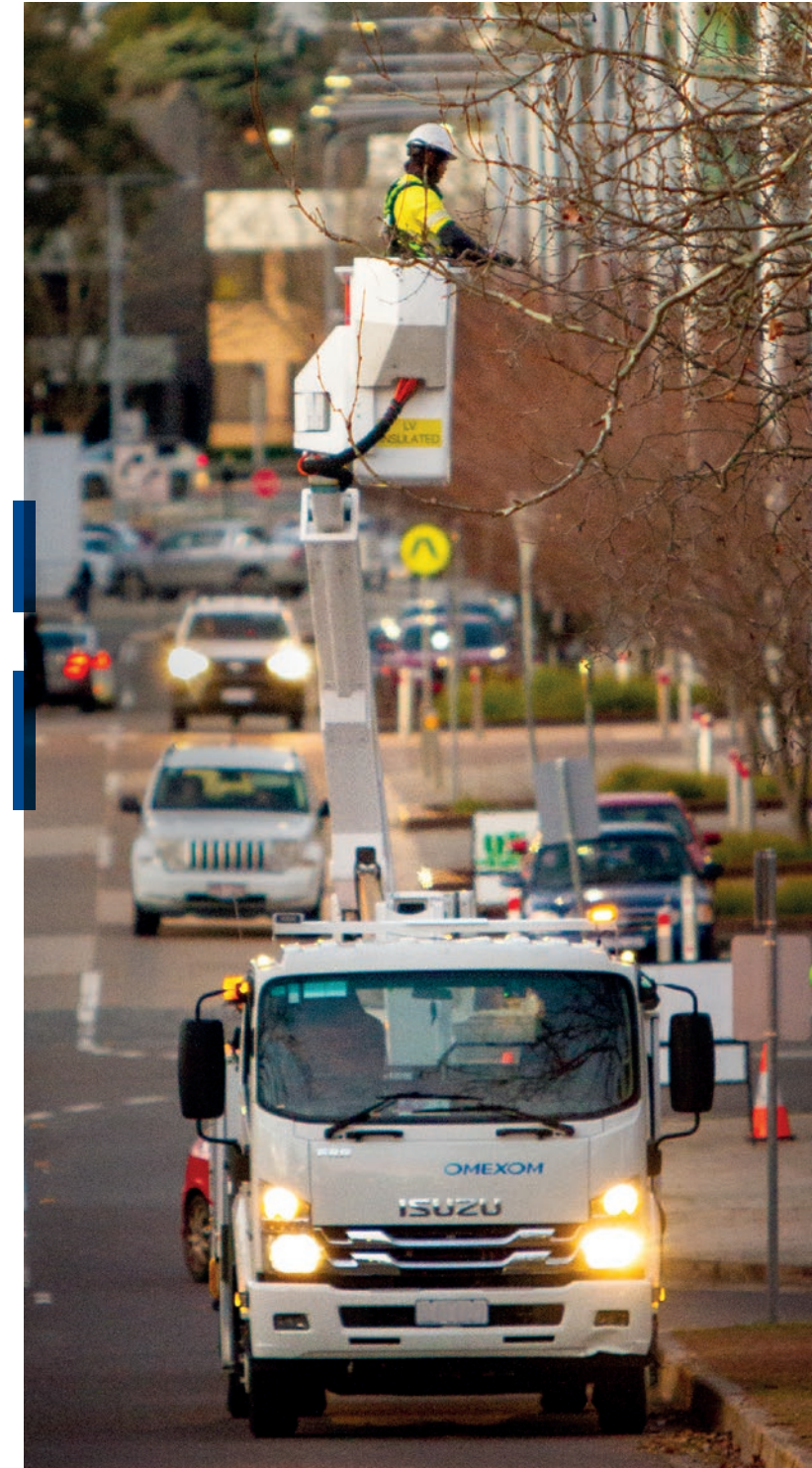


Axians has been selected for the third consecutive time as a supplier under the LaPAN4 framework contract for SURF, the IT cooperative for Dutch education and research institutions. Over the next five years, VINCI Energies' ICT brand will deliver modular and scalable multi-service IT solutions, including cybersecurity, advanced networking services, and lifecycle management to Dutch universities.

A BRIGHT
NEW CONTRACT
IN **AUSTRALIA**

Omexom has won a street lighting contract with AusNet Services in Victoria.

Over the next five years, Omexom will be responsible for identifying, maintaining, and repairing faulty street lighting across all AusNet distribution areas. This contract renews a long-standing partnership with the Australian energy company, built on trust and a shared commitment to delivering safe, high-quality, and durable lighting services.





Our performance and our organisation

Our 2,200 business units are human-sized autonomous structures: they each make their own decisions about their own projects and make master their specific expertise, while taking advantage of the synergies available within the network of VINCI Energies' business units.

Interview

with **Arnaud Grison**,
Chairman and Chief Executive Officer of VINCI Energies

Which two words best sum up 2025 for VINCI Energies?

Robustness and momentum. VINCI Energies continued to grow, staying true to its values and meticulously pursuing its external growth strategy. Our health is even more remarkable given the considerable turbulence in geopolitics and geostrategies causing uncertainty in the global economy. Nevertheless, it was in this complex and troubled environment that VINCI Energies generated revenue of €21.6 billion completing two decades of uninterrupted growth. We remain a leading player in our market around the world, boasting a network of 2,200 business units employing 109,000 people across 60 countries. The Group generates 60% of its revenue outside France, which breaks down as 47% from Europe (excl. France), 5% from North America and 8% from the rest of the world.

In 2025, we concluded 33 acquisitions, including four major operations. Three in Germany – Zimmer & Hälbig, specialised in heating, ventilation and air conditioning as well as cooling in sensitive buildings; R+S, expert in electrical installations and automation solutions for buildings; and Wärtsilä SAM Electronics GmbH, focused on integrating electrical systems and automation in the German navy. Completed by a fourth acquisition in Romania, the EnergoBit group, a leading player in energy infrastructure.

How have you achieved this stability and vitality?

Through our positioning and our business model. Around the world, decarbonisation has emerged as a necessary focus for business, with respect to infrastructure, industry, buildings, IT and communication. As an integrator of multi-technical solutions in the energy transition and digital transformation, VINCI Energies provides tailor-made solutions to support the demand from businesses and

33
external
growth operations



The VINCI Energies culture is deeply entrepreneurial.

organizations for transformation, with their focus on performance and sparing use of resources. Our good health also demonstrates the relevance of our decentralised model, carefully nurtured for over 50 years now. We strongly believe that expertise in the field, close relationships with clients, and an operations-oriented culture are essential in building trust and performance. The VINCI Energies culture is deeply entrepreneurial.

What are the principles that underpin this culture?

Common sense principles, such as empowering local decision-making, bolstering agility, facilitating development and growth, and attracting talent. Our 2,200 business units are human-sized autonomous structures: they each make their own decisions about their own projects, master their specific expertise, while

taking advantage of the synergies available within the network of VINCI Energies business units. Each business unit can capitalise on the strength of a tight-knit network that advocates for an operational focus and shares a wide range of expertise. The VINCI Energies approach can be compared to the two sides of a coin, where one face represents operational efficiency and the other expertise and cross-unit cooperation.

What are your main performance drivers?

All our business lines across all our business units. Within VINCI Energies, each initiative is underpinned by a drive for improvement, each project gives the business unit the opportunity to strengthen its expertise and make its network even more powerful. Our culture also reflects this focus by building and sharing all-round performance, where financial and non-financial performance also make two sides of the same coin.

What is VINCI Energies' strategy regarding innovation?

Innovation is a key component of performance for our business units and the development of their services. It harnesses the expertise accumulated across our business lines, building on a well tried and tested approach. Our brands and networks – Omexom in infrastructure, Actemium in industry, Axians in ICT, and VINCI Energies Building Solutions in tertiary – seek to encourage operational innovation and ensure solutions can be rolled out at scale. Our support teams bring their methodological expertise to the network by identifying opportunities for cross-unit collaboration and the potential to reproduce innovations across all our business lines.

How much of a role do you see for artificial intelligence?

AI represents a major leap forward in technology, which our employees have embraced to boost



performance as well as to make our services, processes and business lines more competitive. That said, we are aware that we must keep a critical mindset, and that we must be careful about the role, the importance and the impact of algorithms. Artificial intelligence should not be given greater influence than we choose to give it. After all, it is just a tool, a powerful one for sure, but a tool nonetheless, which in no way can replace the entire business. Our expertise is not about selling products, it is about being proficient in using them. We do not develop AI projects, but our projects take advantage of AI. VINCI Energies backs experience, human intelligence and human capital.

On that matter, what are the major challenges inherent in HR management today?

Our people are without doubt our greatest asset. It is the growth of our teams that underpins the growth and performance of our Group. Our human-sized business units are responsible for onboarding, engagement and transmission within their own structures. Transmission includes passing on our culture and values (trust, entrepreneurship, solidarity, autonomy and responsibility), as well as our expertise. We achieve this through a coherent training policy. Our learning network is made of 22 academies and 46 technical training centres across 16 countries. We aim at providing all employees with opportunities for personal and career development, as well as a working environment that aligns with their expectations.

Our business lines and culture are attractive, as there is great meaning in dedicating your career to a company focused on supporting the energy, digital and environmental transitions. Our decentralised organisation, which combines growth with local management, is also a considerable asset.

And what about workplace safety for employees?

In 2025, three of our employees lost their lives on worksites. Circumstances were analysed deeply and thoroughly, we learned lessons,



Our human-sized business units are responsible for onboarding, engagement and transmission within their own structures.

and we shared them with all our business units. These tragedies could have been avoided!

We want to embed safety into our business culture: it guarantees the solidity and long-term performance in our decentralised organisation. It is fundamentally an issue for management.

That is why we clarified our expectations for managers and worksite employees through the **Essentials for Safety**, an ambitious training programme that will be deployed in 2026.

What is your approach to ethics and compliance?

Each and every one of our employees, at every level of the organisation, is responsible for upholding ethics and compliance, driving a virtuous loop of improvement powered by rules, procedures, learning and sharing. Consequently, within the Group, we pursue a constant focus on training, awareness raising and communication, and engaging third parties, suppliers and clients, in a meticulous effort to assess risk. As ethics and compliance form the foundation for trust, one of

60%
of VINCI Energies' revenue is from outside France.

our core values, we are uncompromising when it comes to such issues. Our awareness and training initiatives go hand in hand with an effective whistleblowing system and regular checks.

Where is VINCI Energies in its environmental strategy?

As the energy transition lies at the heart of our area of expertise, our ambitions in this area are at the heart of our business challenges. We support our clients in their decarbonisation strategies by helping them make their solutions, infrastructure and buildings perform more effectively and consume less resources. And therein lies the merit of our business lines and our business model – do better, do differently, to lead each project with approaches and solutions that are tailored, innovative and sometimes disruptive. It also leverages our efforts to inform and empower our suppliers and partners about designing low-carbon products and services.

In this collective challenge, we have a duty to set an example. That is why we pledged to cut our direct emissions by 40% between 2018 and 2030 by increasing the electrification of our fleets, using biofuels and making our own facilities more energy efficient.

Can you say more about your commitments to corporate social responsibility?

Our business units are first and foremost people-oriented organisations aware of their

corporate social responsibility. At all level of our organization, we live and breath solidarity, one of our core values, through the initiatives taken at the business unit level to support communities and a wide variety of local non-profits. It is also reflected in our longstanding partnerships with organisations renowned for their philanthropy work. For example, with Mécénat Chirurgie Cardiaque – Enfants du Monde, with which we are stepping up our support as a sponsor after eight years partnering the charitable sports project Initiatives-Cœur. And UNICEF, with which we signed a partnership in 2022 to promote equal access to education in Benin, Brazil and Timor-Leste.

We strive to facilitate all the initiatives backed by our business units, whether they are highly local or more wide-reaching. Our social commitments give our employees an opportunity to get involved and express their compassion through volunteering and empowerment.

How do you feel looking forward to 2026?

I feel confident and determined, as you don't change a model that has proved effective for decades. I also feel a lot of humility, as you cannot grow without learning and sharing. With a desire to develop our people and further spread our culture.

Executive Committee

The members of the Executive Committee are responsible for managing VINCI Energies and championing its convictions and values. Twice a year, the Executive Committee brings together all the managing directors of its managerial divisions, as well as its main functional executives. Each of the four brands – Omexom, Actemium, VINCI Energies Building Solutions and Axians – is managed by a strategic committee and a steering committee.

Arnaud Grison
Chairman and
Chief Executive Officer
of VINCI Energies



Vincent Bouffard
General Secretary
of VINCI Energies



Véronique Matignon
VP of Human Resources
of VINCI Energies



Pedro Afonso
Managing Director
of VINCI Energies
International & Systems



Reinhard Schlemmer
Managing Director
of VINCI Energies
Europe East



Christian Glade
Managing Director
of VINCI Energies France
Infras & ICT



Sophie Fremont
General Counsel
of VINCI Energies*



Nathalie Boijoux
Chief Financial Officer
of VINCI Energies



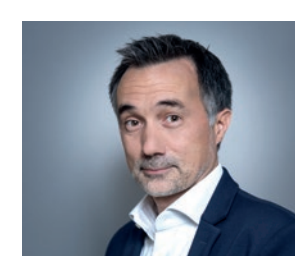
Marc Lemaire
Managing Director
of VINCI Energies
Europe North West



Éric Plumey
Managing Director
of VINCI Energies France
Building Solutions



Emmanuel Dunat
Managing Director
of VINCI Energies North
America & France Industry



* From March 1st 2026.

Key figures

Revenue in 2025

€21.6 bn

2025 operating profit from ordinary activities

€1,606 m
7.4% operating margin

2025 net profit

€920 m
4.3% net margin

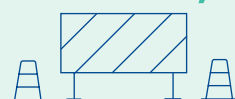
109,000 employees



2,200 business units



300,000 projects



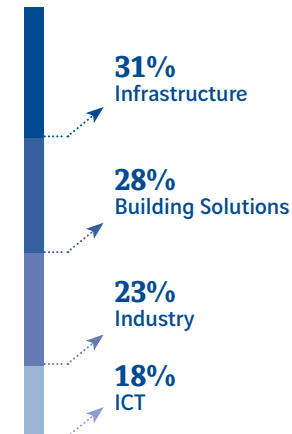
€70K Average project value



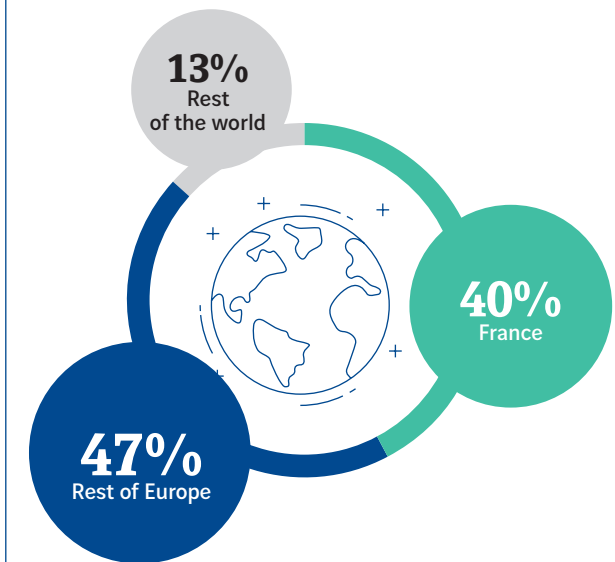
33 acquisitions



Revenue by business line



Revenue by geographical area



4 global brands



EUROPE

- Albania • Austria • Belgium
- Bulgaria • Czech Republic
- Croatia • Denmark • Finland
- France • Germany • Greece
- Hungary • Ireland • Italy
- Kosovo • Liechtenstein
- Luxembourg • Macedonia
- Monaco • Montenegro
- Netherlands • Norway
- Poland • Portugal • Romania
- United Kingdom • Serbia
- Slovakia • Spain • Sweden
- Switzerland

OUTSIDE EUROPE

- Algeria • Angola • Australia
- Bahrain • Benin • Brazil
- Cameroon • Canada • China
- Côte d'Ivoire • Democratic Republic of Congo • Guinea
- India • Indonesia • Kazakhstan
- Malaysia • Mauritania
- Morocco • Mexico
- Mozambique • New Zealand
- Nigeria • Qatar • Republic of the Congo • Saudi Arabia
- Senegal • Singapore • United Arab Emirates • United States

60 countries





Our business lines

As an integrator of multi-technical solutions in the energy transition and digital transformation, VINCI Energies' business units provide tailor-made solutions to support businesses and organizations in their transformation.

Environment



Interview

Fabrice Dudragne,
Director of Environment and Innovation,
VINCI Energies

Why does the department encompass the environment and innovation?

It is VINCI Energies' mission to facilitate the energy and digital transitions. What better way to demonstrate how environmental concerns and an innovation-oriented culture lie not only at the top of our list of priorities, but they are inherently intertwined?

What are your main priorities for environmental action?

We have pledged to reduce our direct emissions by 40% from 2018 levels by 2030. To reach this target, we are focusing on decarbonising our vehicle fleet (22% was electrified in 2025, compared with 14% in 2024), purchasing green electricity (39% of total consumption in 2025) and producing our own electricity with our own photovoltaic equipment (14.8 GWh in 2025, up 51% from 2024).

The second part of our strategy involves optimising our resources. We must improve the traceability of our waste so we are able to recycle 80% of it by 2030. We also need to go further in applying eco-design principles when developing our services. We built a tool to assess the project life cycle, eco2VE, which enables us to rapidly step up our proficiency in this area.

Moreover, we are taking action to reduce the pressure our operations exert on the delicate



22%
Electrification of vehicles and machinery.

balance of ecosystems, integrating this consideration into everything we do.

How do you coordinate this strategy across a Group operating in 60 countries?

Through steering bodies and leadership groups responsible for this strategic matter. VINCI Energies is an international group that derives its strength from its network of 2,200 autonomous business units, each deeply rooted within their geographic regions. We understand the importance of a highly operations-oriented focus that reflects the reality on the ground. And if we are to further expand the circular economy and better protect biodiversity, we must foster cooperation at a regional level. Innovation is omnipresent, channelling the ability to implement sweeping transitional movements locally, and bringing a great many corollary benefits too.



More information
on eco2VE

Tailor-made solutions



FRANCE NETO contracts in action

VINCI Facilities is expanding its NETO low-carbon performance contracts across much of France, helping clients advance along the mitigation hierarchy (avoid, minimize, restore, and offset). Under these contracts, residual emissions from services are offset through local carbon sequestration projects. In April 2025, DSM-Firmenich signed a NETO agreement covering four manufacturing sites in Landes, supporting pine reforestation in areas affected by wildfires. This initiative fully aligns with the Swiss group's environmental commitments and its bio-based value chain.

PORTUGAL Optimizing every drop of water

Actemium Portugal has implemented a remote monitoring solution to optimize water use in the Vilarica Valley's hydro-agricultural system. Powered by ViewStar, Actemium's SCADA platform, it provides real-time insights into water consumption and pressure across the entire network, eliminating the need for manual checks at individual hydrants. This digital oversight boosts water management efficiency and supports environmental stewardship through smarter, more responsive irrigation.



NORDIC COUNTRIES Driving worksite electrification

In Norway, Sweden, and Finland, Omexom teams are operating fully electric vehicles and machinery, reducing CO₂ emissions and noise without compromising performance – even in temperatures as low as – 17°C. Backed by robust local electrification efforts and Omexom's cross-border synergies, projects like Oslo's 76-bus charging hub show that clean, quiet worksites aren't just a vision for the future, they're a scalable reality today.

Overview Infrastructure

- > This activity accounts for 31% of VINCI Energies' revenue.
- > It includes both energy and transport infrastructure.
- > Omexom is the energy infrastructure brand of VINCI Energies.

OMEXOM

Supporting energy and infrastructure

Faced with the transformations in the energy sector, VINCI Energies and its customers are contributing to the success of the energy transition. Its Omexom-brand business units operate in the electricity and gas sectors to build low-carbon energy sources and develop energy infrastructure, to promote energy efficiency and to implement innovative and collaborative solutions.

These solutions address the needs of energy producers, operators of energy transmission and distribution networks, and local and regional authorities and their users in the regions where we operate, and transport infrastructure management. And to preserve the environment, we continuously improve our offers by promoting low-carbon processes and the use of recycled materials.

Trends

The global energy transition is moving at a slightly slower pace than initially anticipated. Far from being a setback, this is creating room for industry players to organize, innovate, and scale the structural changes underway. At the same time, worldwide electricity demand is set to double, driving an urgent need to modernize and expand power infrastructures. Over 40 million kilometers of high-voltage lines will require reinforcement or replacement, making grid modernization one of the defining engineering challenges of the coming decades.

Energy markets are shifting. The rise of Small Modular Reactors (SMRs), fueled by the rapid growth of data centers and governments' push to reclaim energy sovereignty unlocks new opportunities. Meanwhile, energy storage is gaining momentum, primarily to support grid stability and balancing. Large-scale storage

is still emerging, but its potential is already clear. Digitalization has become essential for real-time optimization and accelerating the decarbonization of power grids. However, it also raises cyber risk exposure, making secure networks increasingly critical. This represents a strategic opportunity for Omexom: by combining its energy infrastructure expertise with Axians' cybersecurity capabilities, it delivers integrated and innovative solutions.

The world's energy mix will combine renewables such as hydro and solar with traditional sources such as natural gas and nuclear. Solar photovoltaics has become a leading source of renewable electricity, while advanced battery storage systems enhance flexibility and stability across modern networks. Together, these forces are shaping smarter, more resilient, and more sustainable energy infrastructures, with VINCI Energies actively contributing.

AUSTRALIA

Lighting the way to greener cities

Omexom's renewed urban lighting contract in Canberra continues a transformative project launched in 2018. So far, 48,700 streetlights have been upgraded to energy-efficient LEDs, cutting emissions by over 104,000 tCO₂eq. The agreement provides 24/7 operation and maintenance for 89,000+ luminaires, supporting the city's shift to sustainable urban lighting.



BRAZIL

Bolstering Brazil's sustainable energy grid

Building on its ongoing work in Brazil, Omexom will deliver two 500 kV transmission lines under a new contract with Energisa. Spanning 392 kilometers and supported by 752 towers, the project runs through the states of Maranhão and Piauí via the Graça Aranha substation. One of the largest transmission line projects in Brazil in recent years, it will significantly strengthen the country's energy infrastructure.

Overview Infrastructure



UNITED STATES

Powering up Virginia

C.W. Wright has been selected by Dominion Energy Virginia to dismantle and rebuild the transmission line linking Fredericksburg and Aquia Harbour. The project will upgrade 12.5 miles of existing 230 kV and 115 kV circuits into four new 230 kV overhead lines, modernizing the region's electric grid. The work includes constructing new access roads, erecting transmission structures, implementing erosion and sediment control measures, and installing high-capacity conductors, fiber optic cables, and static wires. Running through October 2027, this major upgrade will deliver stronger, more reliable power to communities across Virginia.

GERMANY

Stuttgart's leap to electric buses

Omexom is delivering state-of-the-art charging infrastructure for electric buses at the new Stuttgart-Gaisburg depot. Featuring a dedicated 4 MW network station powering 37 charging points, the system uses pantograph technology to provide fast bus charging. This installation sets the stage for full electrification of inner-city lines by 2027 and supports Stuttgarter Straßenbahnen AG's (SSB) vision for a completely emission-free public transit network by 2035.



Overview Infrastructure



CÔTE D'IVOIRE

Côte d'Ivoire's largest solar park set to break ground

Near Sokoro, northern Côte d'Ivoire, PFO Africa is set to develop the Ferkessédougou solar power plant, the largest solar power plant in the country. Omexom will provide its technical expertise in designing and delivering the electrical infrastructure for this 52 MWp facility, which is expected to generate around 90 GWh of clean electricity annually: enough to power more than 370,000 households. This landmark project will significantly expand Côte d'Ivoire's renewable energy capacity, supporting the nation's target of 45% renewables in its power mix by 2030 and marking a major step toward greater energy independence.

2.6 GW
was the total BESS capacity installed in Europe in 2021.
It is expected to reach 23.3 GW by 2031.

Deloitte, January 2025.

PORTUGAL

Estremoz energy boost

Omexom is developing the Cavaleira 10 MW / 40 MWh Battery Energy Storage System (BESS) in Estremoz, Alentejo. This Hyperion Project integrates advanced energy storage with an existing solar plant, capturing excess solar energy and releasing it during peak demand to boost grid flexibility and stability. Harnessing solar hybridization and cutting-edge technologies to optimize energy generation, it marks a key step in Portugal's renewable energy transition.



Overview Industry

- > The activity accounts for 23% of VINCI Energies' revenue.
- > Actemium is the industry brand of VINCI Energies.



Contributing to continuous improvement of industrial performance

VINCI Energies works with its industrial customers to optimise the productivity of their installations, improve process performance and maximise energy efficiency. Its Actemium-brand business units offer solutions for every market segment in which they operate. They advise, design, deploy and maintain bespoke solutions and integrated services for industrial plants, together with sustainable multitechnical services covering the whole industrial life cycle. Their expertise in electrical, thermal and mechanical engineering and process management and control enables them to develop ever more innovative solutions, particularly in the field of robotics, predictive maintenance, traceability and cybersecurity.

Trends

Europe's manufacturing rests on a robust and mature infrastructure. Unlike fast-growing regions such as Asia-Pacific, investment in Europe is shifting from expanding capacity to modernizing and renewing the existing industrial base. Capital expenditure is increasingly targeted on high-value specialty segments where innovation, digitalization, and sustainability create differentiation. Across the Atlantic, North America is experiencing an industrial renaissance. Driven by reshoring policies, strong domestic demand, and a wave of large-scale industrial projects, capital spending has risen about 35% since 2018, compared with just 7% in Europe. Looking to 2026, the outlook is clear: while market dynamics will vary by segment, opportunities for organic and external growth exist in every country where we operate. Three powerful trends are reshaping industry. First, robotics and automation are advancing rapidly, unlocking new

possibilities. VINCI Energies excels at delivering complex, niche projects and turnkey solutions, while Actemium's vibrant, collaborative robotics community drives unique innovation. Second, decarbonization and energy efficiency are transforming industrial models. Companies are electrifying processes and investing in green solutions like hydrogen, carbon capture, and energy storage, cutting environmental impact while boosting performance. Third, artificial intelligence is now a top strategic priority. It enables predictive design and maintenance, autonomous and flexible operations, and augments human operators, helping people work smarter, safer, and more efficiently. The stage is set for us to experience innovation-led, sustainable growth worldwide, capitalizing on regional dynamics and technological breakthroughs.

BRAZIL

Full-scope offshore maintenance

Actemium is strengthening its collaboration with Petrobras by extending maintenance services on eight offshore platforms in the Santos Basin for an additional two years. The scope covers mechanical and electrical upkeep, lifesaving systems, predictive maintenance, and offloading support, ensuring safe, efficient, and uninterrupted operations.



FRANCE

Precision engineering for cancer innovation

Actemium Projets Nucléaires France supports Orano Med as it takes a major leap in medical innovation with the ATEF Facility, the world's first industrial site dedicated to thorium-228 production for targeted cancer therapies. In a highly regulated, safety-critical environment, Actemium delivers end-to-end expertise, from high and low-voltage power distribution to process control, instrumentation, radiological and nuclear monitoring, and physical protection.

Overview
Industry



GERMANY

**1,800 tons of steel
in perfect motion**

In the region of East Frisia, the new Friesen Bridge, Europe's largest lift-and-turn bridge, operates like clockwork thanks to Actemium, which delivered the complete electrical and control systems. The movement of this engineering marvel is orchestrated through a sophisticated hydraulic system that lifts and turns its 145-meter central section by 90 degrees in about 9 minutes. The team equipped the control center in the historic bridge keeper's house and a fully redundant secondary center, installed the lighting system, including navigation lights, and laid 50 kilometers of cabling across the site.

MEXICO

Palletization goes fully automated at Pirelli

At Pirelli's Silao tire plant, Giordano is driving the next level of automation. Six 6-axis robots, along with a state-of-the-art automated gantry storage system developed with Güdel, are replacing operator-driven carts, streamlining palletization and finishing. The upgrade, running from July 2025 to 2026, will enhance productivity, safety, and ergonomics, building on a successful partnership that began in 2022.



Overview
Industry



GERMANY

Powering a sustainable heating future

Actemium is driving the shift to sustainable heating in Germany with two major Ritter XL Solar projects. In Greifswald, they installed the full electrical system for the country's largest solar thermal plant at the time: 18,000 m² delivering 11 MW. They broke new ground in Leipzig with an even larger 41 MW plant spanning 65,000 m². The installation can supply up to 20% of the city's summer district heating and operates entirely on water, with no antifreeze, thanks to an innovative vacuum system. These projects highlight Actemium's drive for sustainable energy solutions, engineered with precision.

FRANCE

Driving Eurotunnel's Terminal Traffic Management forward

Actemium is leading a major modernization of Eurotunnel's Terminal Traffic Management supervision system. Over 27 months, the teams will replace more than 500 pieces of field equipment on both the French and UK sides. Combining Actemium Paris Transport's software and integration expertise with Actemium Boulogne-sur-Mer's on-site deployment capabilities, this project supports Eurotunnel's long-term infrastructure performance.



Overview Building Solutions

- > The activity accounts for 28% of VINCI Energies' revenue.
- > Engineering and works are handled by local brands, with maintenance and facility management primarily carried out under the VINCI Facilities brand.



Making buildings more sustainable, welcoming and efficient

VINCI Energies Building Solutions is active throughout the life cycle of buildings, combining expertise in engineering and works with multi-technical maintenance and services to occupants under the umbrella of facilities management. Encompassing design, installation, operation and renovation, its business units work on all types of building to create and maintain sites with a focus on making them always more sustainable, liveable and performant. Their know-how covers all the systems and technical equipment that bring a building to life: electrical engineering, smart building, air-conditioning, ventilation and heating, plumbing, fire protection, security and all-trade services. Operation and maintenance then guarantee quality of service over the long term and optimise the building's life cycle – and may even include energy performance and low-carbon commitments.

Trends

In the building sector, lower interest rates, moderate inflation, and a growing emphasis on sovereignty are counterbalanced by geopolitical tensions and policy uncertainty. In this contrasting environment, new opportunities are emerging. Europe's new construction market is recovering after a sharp decline, though growth is expected to remain moderate. Renovation is now catching up to new construction. This is a strong signal for our activities, as technical systems often account for less than 50% of new construction but can exceed 70% of refurbishment projects. Country trends vary. In Morocco, for example, rapid socio-economic change is shifting our portfolio toward hospitals, while major stadiums and upgraded transport infrastructure have been launched for the Africa Cup of Nations and the 2030 FIFA World Cup. Nonetheless, two global trends stand out: the rapid growth

of data centers, driven by artificial intelligence and spurring innovations such as liquid cooling and a rising defense sector, expected to generate significant opportunities in the coming years. In this context, VINCI Energies Building Solutions delivers integrated, multi-technical projects across the full building lifecycle and all asset types. Our offerings are increasingly comprehensive, with a stronger focus on long-term performance through varied contractual models. Decarbonization is now standard practice and designing for adaptability has become essential. A defining feature is our environmental portfolio, spanning energy decarbonization, low-carbon materials and equipment, natural resource preservation, and climate-resilient buildings. These solutions are applied across all core areas: electrical engineering, Heating, Ventilation and Air-conditioning (HVAC), fire protection, and facility management.

SWITZERLAND

A new event experience

ETAVIS delivered the full electrical infrastructure for Bern's new Festhalle, a landmark venue designed to host up to 9,000 guests for a variety of event formats. From medium-voltage supply to event technology, the team worked against the clock to bring the project to life. They installed 740 km of cabling providing up to 4 MW; stage power of up to 1,600 A; adaptable, high-performance fiber networks; millimeter-perfect lighting seamlessly integrated into exposed concrete; and life-safety systems.



GERMANY

A green retrofit

VINCI Energies Building Solutions has recently completed a full heating system refurbishment at the Rilano Hotel in Munich. Two oil boilers were replaced with four modern air-to-water heat pumps, supported by a water-to-water booster to ensure a reliable hot water supply. Now operating entirely without fossil fuels, the 460-guest hotel saves 150,000 liters of oil per year, significantly reducing CO₂ emissions. This is a major step toward sustainable, future-ready hospitality.

Overview Building Solutions



NETHERLANDS

Sustainability shines through at Fenix

At Fenix, the new Rotterdam art museum sharing migration stories and housed in the historic 1923 harbor warehouse, Bosman seamlessly integrated high-performance technology. From custom HVAC and underfloor heating to thermal energy storage, these systems deliver comfort and efficiency while preserving the building's raw, open, industrial character. Sustainability is woven into every corner of this vibrant space, where history, design, and innovation come together in harmony.

51%
is the estimated share
of renovation in
the non-residential building
construction market
in Europe in 2025.

Source: Euroconstruct, November 2025 report.

FRANCE

Heritage meets innovation and sustainability

VINCI Energies is helping breathe new life into Centrale Supélec's oldest building on the Paris-Saclay campus. The renovation of the Breguet Building aims to preserve its architectural heritage while setting new environmental standards, making it a low-carbon benchmark. Designed for teaching, innovation, and collaboration, it will feature flexible spaces for researchers, startups, and major companies. VINCI Energies is delivering all technical building systems, including power systems, fire safety, HVAC, plumbing, and specialized fluids, with the goal of achieving a 50% reduction in energy use per square meter. Reopening is scheduled for fall 2026.



Overview Building Solutions

BELGIUM

High-rise energy performance

The Ellipse Building in Brussels (46,000 m² across three volumes) is being transformed into a fossil-free benchmark. Cegelec is replacing gas and oil boilers with CO₂ heat pumps, while installing a new heating network and high-efficiency air handling units. This green retrofit improves environmental performance.



FRANCE

Uniting our areas of expertise

At the Saint-Nazaire shipyard, the Atlantique building is taking shape. Several VINCI Energies business units are joining forces to deliver state-of-the-art systems, including electrical installations, smart building management, solar panels, HVAC, smoke and heat extraction, and plumbing. Working closely together, they aim to bring performance, comfort, and safety to the future headquarters of Chantiers de l'Atlantique.

Overview ICT

- > The activity accounts for 18% of VINCI Energies' revenue.
- > Axians is the ICT brand of VINCI Energies.

axians

Acting at the heart of the digital transformation

VINCI Energies business units, positioned at the heart of the digital transformation, respond to its challenges by offering its customers bespoke, open, innovative, scalable and sustainable solutions.

From installation of infrastructure to management of data, our teams' technological expertise covers a wide range of skills spanning the entire life cycle of data: collection, transmission, storage, processing, analysis, sharing and protection.

Trends

In today's fast-evolving digital landscape, three major ICT trends are accelerating in both pace and strategic impact, reshaping organizations' IT strategies and infrastructures.

First, the expansion of data centers is proceeding at an unprecedented pace. The explosive growth of data driven by artificial intelligence, combined with an increasing emphasis on data sovereignty in Europe, is fueling strong demand for high-performance, scalable, and trusted digital infrastructures. Second, cybersecurity has become a critical strategic priority. As IT systems grow more complex and interconnected, they are increasingly vulnerable to cyber threats. At the same time, regulatory pressures are intensifying. Frameworks such as NIS2 and DORA are holding organizations more accountable than ever, requiring them to demonstrate compliance, robust governance, and effective risk management. This creates

a significant opportunity to craft integrated solutions that combine technical expertise with strategic guidance. Finally, organizations across industries are ramping up investments in custom business applications to leverage artificial intelligence and intelligent agents for real-time analytics and automation. The deployment of private 5G networks is also accelerating, driven by the need for ultra-fast connectivity across campuses, large industrial sites, and retail environments seeking bespoke digital experiences.

All of these trends are strategically important for Axians, with the growth of business applications having the most profound impact, as it allows successful solutions to be scaled across its international business units. By seizing these opportunities, we can deliver tailored innovations that generate lasting value for our clients.

GERMANY

Europe's new high-capacity digital corridor

To meet growing demand for high-capacity connectivity, GasLINE and Axians are upgrading the fiber-optic link between Elten and Frankfurt, one of Europe's key digital routes. Along a 360-km stretch that passes through sensitive nature reserves, private land, and corridors shared with gas pipelines, legacy cables were removed to make way for a new high-density fiber infrastructure built for scale and performance. The Elten-Frankfurt corridor is now ready for the next stage of expansion, with Phase 2 already underway.



POLAND

Keeping critical communications open

Smart ICT Solutions strengthen essential services by enabling reliable communication and rapid emergency response. To achieve this, Enea Operator partnered with Axians to integrate 129 technical assets into the Terrestrial Trunked Radio (TETRA) system, creating a robust platform that connects field teams and dispatchers in real time across Poland's electricity network. With military-grade encryption and geo-redundant architecture, the system ensures uninterrupted communication during critical events. TETRA's infrastructure-sharing capabilities also support strategic partnerships, maximizing Return On Investment (ROI) and further enhancing grid resilience.

Overview
ICT



UNITED ARAB EMIRATES

Protecting data, powering uptime

Axians is strengthening the IT and OT cybersecurity posture of a major offshore energy operator under a three-year service contract. A dedicated team of 13 senior engineers will be stationed at the company's headquarters to conduct risk assessments, optimize security systems, and implement robust protection solutions against ever-evolving threats across multiple sites. They will not only safeguard data but also ensure continuous operations and maximum uptime.

6.7 trillion dollars is the amount expected to be invested in data centers by 2030 to meet the growing global demand for computing power.

McKinsey, April 2025.

NETHERLANDS

A NATO-grade digital network

For the 2025 North Atlantic Treaty Organization (NATO) summit in The Hague, Axians delivered a secure, high-performance digital network supporting all IT, audiovisual, and security systems. Leveraging software-defined networking, advanced segmentation, seamless authentication, and 24/7 monitoring, this solution ensured reliable, user-friendly operations for the mission-critical global event.



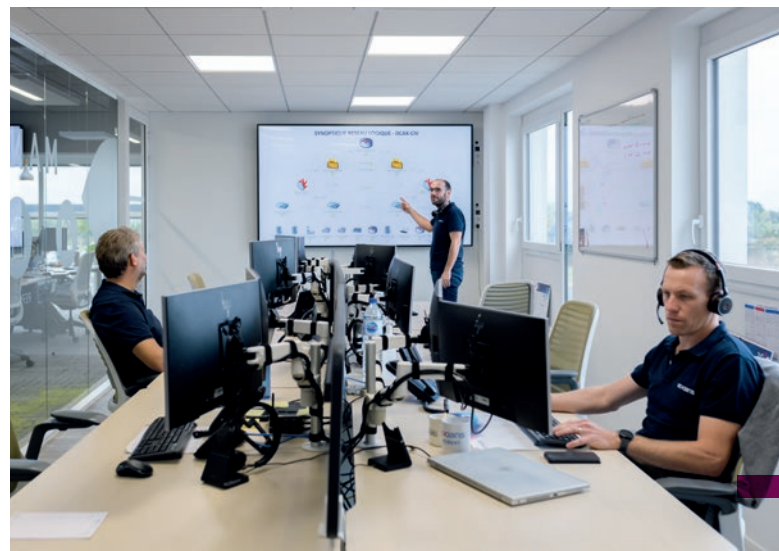
Overview
ICT



GERMANY

Next-gen connectivity for exhibition centers

Axians and Bisping & Bisping have been selected by Deutsche Messe to modernize the digital infrastructure of the Hannover Exhibition Center, one of Europe’s premier venues. The project features high-speed fiber networks, full WiFi and 5G coverage across 450,000 sq m, end-to-end managed services, and advanced connectivity solutions. It sets a new standard for trade show infrastructure, empowering organizers and exhibitors with flexible, future-ready digital capabilities.



BELGIUM

Empowering pedagogical innovation

At Brussels’ new Learning & Innovation Center, Axians delivered a state-of-the-art audiovisual infrastructure. The 9,000 m² hub now features an integrated AVoIP network and systems that support hybrid learning and collaboration across 35 workrooms and 7 teaching spaces. From 4K displays and interactive touchscreens to LED walls, streaming studios, and immersive rooms, the technology fosters pedagogical innovation while remaining intuitive for all users.



FRANCE

Five years of IT excellence

Axians is enhancing industrial performance and resilience through a new five-year IT maintenance contract with ArcelorMittal France. Covering over 1,550 LAN, WiFi, and security devices across 10 sites, the contract streamlines IT asset management, improves visibility, and boosts operational efficiency. Coordinated from Axians MSP Hauts-de-France, it supports Cisco, Ucopia, HPE, Extreme Networks, and Fortinet, with FortiPoints providing additional flexibility.



Our human resources

VINCI Energies' human-sized business units are responsible for onboarding, engagement and transmission within their own structures.

Interview



Véronique Matignon,
Executive VP Human Resources

“Maintaining the right balance between local empowerment and overall consistency”



VINCI Energies faces a number of HR challenges in 2026, including integrating and retaining employees, sharing values, convictions and commitments and running networks.

How do you effectively orchestrate talent management in an expanding group that leads 2,200 business units across 60 countries?

VINCI Energies’ structure, size and growth trajectory are indeed major determining factors in the way the HR policies are implemented. In an international model built on a decentralised network of human-sized business units, our ability to transmit values and ensure key messages are understood hinges on our capacity to constantly maintain the right balance between local empowerment and overall consistency.

How do you do this?

We take action in three areas. First, by positioning the nearly 3,000 directors and business unit managers as champions of the VINCI Energies culture and Essentials. Second, by putting in place all the HR tools that make it possible to take, guide and implement decisions, both at Group and local level. And third, by running our networks – be they general, specialist, strategic or operational – at Group and country level so they channel and adapt the wider vision and communicate back any local needs.



What are the main HR challenges for 2026?

The first challenge relates to the expansion of VINCI Energies, driven in part by acquisitions, in part by organic growth. This solid growth leads to questions about maintaining managerial culture, adapting HR tools to suit needs, and integrating talent into our networks. The second challenge concerns the way we attract and retain talent. Organic growth requires a sustained recruitment drive across all our job categories (workers, technicians, engineers, specialists, and managers) and all business lines, including support functions. All this in a candidate-short market and a high-growth industry. That is why we have stepped up our involvement with universities and job forums. Above all, we are determined to share our convictions and commitments and uphold our promises regarding ethics, solidarity, gender balance, fair wages, and open social dialogue. The third major challenge lies in understanding and aligning with the rapid pace of change in our professions by expanding our catalogue of technical training courses, as well as making it more visible and easier to access.

Training forms the cornerstone to consistent management and a highly skilled workforce.

To transmit its values, convictions and commitments, share objectives and enhance the employability of all its people, VINCI Energies leverages a network of 22 Academies across Europe, North and South America, and Africa. These Academies underpin the VINCI Energies managerial culture while promoting Institutes and soft skills through around 20 cross-cutting programmes, each headed by a member of the Executive Committee. Exclusively designed, in-house seminars are regularly put on to help ensure management teams have a solid grasp of the core fundamentals.

At the same time, almost 46 local technical training centres (Institutes) are responsible for upskilling teams through agile, multi-format programmes tailored to suit the needs, expectations and constraints of employees in their operational environment.

Overall, each employee receives 22 hours of training on average each year.



46

Institutes to ensure the technical excellence of our employees

22

Academies supporting our culture and managerial expectations

22.5%

women managers

34%

of new hires are under 30



MOROCCO

'Elles bougent' in Morocco

VINCI Energies welcomed students from Écoles Yassamine, giving them an inside look at technical careers, recruitment opportunities, and workshop tours. Through our partnership with 'Elles bougent,' we aim to inspire young women to explore science and engineering, promoting diversity and inclusion in Science, technology, engineering, and mathematics (STEM) fields.



GERMANY

A strong, collaborative safety culture

180 participants gathered at the Omexom Institute in Korbußen for Occupational Safety Day. Inspiring keynotes emphasized personal responsibility, a robust safety culture, and collective learning from previous incidents. Interactive workshops offered hands-on insights into rescue scenarios, AI-based safety monitoring, and multicultural approaches to safety.

The event also provided valuable networking and knowledge-sharing opportunities. Overall, it reinforced a clear message: workplace safety is a shared commitment that transcends teams, cultures, and industries.



WORLDWIDE

All united for Safety Week

Every year, Safety Week brings VINCI Energies employees together to connect and learn. Across all locations and business units, management and teams take part in workshops, share best practices, and strengthen cohesion. This initiative reflects a culture in which everyone plays an active role in accident prevention and the continuous improvement of working conditions, while reinforcing a shared goal: achieving 'Zero Accidents.' This year's focus was on developing the instinct to say 'STOP' in response to last-minute changes: taking a step back to reassess and avoid potentially dangerous situations. This behavior embodies individual responsibility, empowered by a strong culture of safety excellence.





BELGIUM

Our talent pipeline in action

Sponsoring the UGent Racing Team and strengthening our partnership with Ghent University by supporting sustainable energy research and awarding prizes for outstanding theses, helps to nurture talent and innovation, while positioning us as an employer of choice for the next generation of engineers.



WORLDWIDE

Growing our global training network

In 2025, VINCI Energies expanded its learning and development programs with strategic openings worldwide. Two new *Omexom Institutes* have been launched in Finland and Australia, enhancing specialized expertise for energy-sector professionals, reaching a total of 23 in 2025. With its 22th branch, the VINCI Energies Academy now serves the Czech Republic and Slovakia, providing career development training to over 1,750 employees. The Academy network helps teams strengthen soft skills while reinforcing VINCI Energies' core values. More than 100 tailored courses, led by internal and external experts, combine innovative learning methods with practical applications across our business lines.

FRANCE

A unique training program

To address critical hiring needs, four VINCI Energies entities in France launched an innovative three-month training program for industrial electricians. Funded through a job-readiness initiative supported by France Travail (known as the 'Préparation Opérationnelle à l'Emploi Individuelle', POEI), the program targeted job seekers with an electrical background but limited industrial experience. It concludes with a one-week on-site immersion designed to assess job readiness, allowing successful participants to secure permanent positions.





FRANCE

Experiencing Axians up close

VINCI Energies is building lasting partnerships with academic institutions across France to connect with the talent of tomorrow. One example is our collaboration with Télécom Paris, giving students practical insight into Axians' core business areas and real-world work environments. In the 2025-26 academic year, this partnership will include visits to flagship project sites paired with meetings with our business experts, customized data science projects co-developed with faculty, and expert-led roundtables exploring the future of the industry. This program showcases the innovation driving our sector while strengthening the appeal of our careers, helping us expand our talent pipeline.

CÔTE D'IVOIRE

A gateway to real career paths

VINCI Energies hosted its second in-person Young Talents Days in a row at Institut National Polytechnique Félix Houphouët-Boigny (INP-HB) in Yamoussoukro, reaffirming our commitment to nurturing the engineers of tomorrow. Students participated in workshops and Q&A sessions to explore our core values, flagship projects, and dynamic career ecosystem, while engaging with our teams. The day concluded with recruitment interviews for final-year internship candidates. Across West Africa and Morocco, our Young Talents Days help transform student potential into real career paths with VINCI Energies.



PORTUGAL

Engineering excellence on track

VINCI Energies and its brands in Portugal have renewed their partnership with the Formula Student Team at Lisbon's Instituto Superior Técnico to sponsor the development of the FST14, a fully electric and autonomous race car prototype. This collaboration reflects our ambition, innovation, and support of young talented engineers and leaders.



Our commitment to solidarity


VINCI Energies upholds a very concrete vision of solidarity, inseparable from the commitment of its employees and business units.

Solidarity Commitments

Solidarity is a core value for VINCI Energies. Thanks to the engagement of employees in our 2,200 business units, thousands of people across the world benefit from practical programmes and solutions in the fields of education, healthcare and housing.

As one of the five VINCI Energies values, solidarity runs deeply throughout every business unit. Within a decentralised organisation, where every business unit is responsible for its own projects and actions, collective action is organised and deployed in a pragmatic and local way. It is brought to life through the engagement of both the business unit and the employees themselves, who decide to support a community initiative.

VINCI Energies supports thousands of initiatives in a range of manners that encourage employee involvement through a variety of mechanisms, including skills-based sponsorship, financial support for local charities or via the Fondation VINCI pour la Cité, or by taking part in sporting challenges. In addition to fundraising, this activation enables all employees to get involved in philanthropic work, if they wish to do so. On a global scale, VINCI Energies has also established two major partnerships. The first, with Mécénat Chirurgie Cardiaque – Enfants du Monde, has been in place since 2017, helping to finance operations for 220 children with congenital heart defects over the past eight years. In 2022, VINCI Energies also teamed up through a 4-year partnership with UNICEF* to promote access to quality

 **Employees and business units show solidarity by getting involved in civil society and local communities.**

Extract from 'Our Values, our Essentials' at VINCI Energies.

education and help children learn to use digital technology. In four years, some 2,000 school children from across Brazil, Benin, and Timor-Leste have benefited from a programme of highly practical trials, involving 400 teachers from around 60 schools.

It is through these solidarity initiatives that VINCI Energies' 2,200 business units and nearly 109,000 employees, deeply rooted in their local communities, take action each day to make a difference.

* UNICEF does not endorse any company, brand, product or service.

220
*children saved since 2017
by VINCI Energies with
Mécénat Chirurgie Cardiaque.*

A heartfelt Christmas gift

As the holiday season approached, Omexom Electric Mobility joined volunteers from Mécénat Chirurgie Cardiaque to help set up their annual Big Christmas Sale in Paris (France), assisting with the preparation of the venue. Business Unit General Manager Mathieu Aveline also presented a €4,000 donation, contributing to the funding of a life-saving heart surgery for a child who cannot receive this operation in their home country. This year's edition of the Big Christmas Sale will help save 20 children. A simple, heartfelt moment that reminds us of what we can achieve together.



A child's smile at the finish line

Alexandre Mounier, Project Manager at VINCI Facilities in Aquitaine, participated in the 2025 Étape du Tour last summer as one of our 50 'Coureurs du Cœur'. But the real finish line wasn't on the road; it was meeting Adja, the spirited two-year-old from Senegal whose life-saving heart surgery was made possible by their collective efforts. On November 21, surrounded by colleagues, Alexandre experienced firsthand the power of solidarity as Adja's joyful laughter filled the room.



Empowering local doctors

VINCI Energies teams in Benin met with Mécénat Chirurgie Cardiaque, which trains local physicians to detect heart conditions in children earlier, improve care pathways, and refer patients for life-saving treatment when needed. They built meaningful relationships with volunteers, engaged with doctors, and observed patient consultations.



A double victory

Caro Roggemans, Payroll Coordinator at VINCI Facilities Belgium, took on the BikingMan Corsica: a five-day, 1,000-km ultra-cycling challenge with 20,000 m of elevation. Riding in support of Mécénat Chirurgie Cardiaque, she set out to raise €5,000 to fund children's heart surgeries. She achieved both goals, completing the race and reaching her fundraising target.

Our teams on the move

In Brazil, VINCI Energies engaged employees in the United Heroes sporting challenge as part of its Back to School campaign, in support of UNICEF*. Every kilometer completed was converted into a donation, helping promote digital inclusion and access to quality education nationwide.



Learning high in the mountains

At Darulete's Escola Básica Central in Timor-Leste, students like twelve-year-old Etelvina are now exploring natural science through videos on their school tablets, thanks to UNICEF's* Eskola Ba Uma initiative, supported by VINCI Energies. 'I can see real animals and learn how climate change affects them,' she says. Fourteen-year-old Ericson prefers civic education, which he studies on a digital platform, even during school closures. In Timor-Leste, digital tools keep education going despite the challenges.

* UNICEF does not endorse any company, brand, product or service.

20,000
students benefited
from the three UNICEF*
programmes with the
support of VINCI Energies,
between 2022 and 2025.



Global partnership goes local

Since 2022, the global partnership between VINCI Energies and UNICEF* to promote equal access to education has taken shape in Brazil through the Territórios Conectados project. Rooted in local realities, it supports 30 schools across five states in the use of digital technologies. During a warm gathering that brought our teams together, Mônica Pinto, UNICEF's Chief of Education in Brazil, joined Jean-Michel Lang, Managing Director of VINCI Energies in Brazil, to discuss the role of private-sector engagement in strengthening local education systems and to celebrate our successful collaboration.

* UNICEF does not endorse any company, brand, product or service.



A personal commitment to the community

Citeos Avignon donated €20,000 to La Cigarette socio-cultural center, with support from the Fondation VINCI. Serving a priority neighborhood in L'Isle-sur-la-Sorgue since 1980, La Cigarette offers a wide range of community-focused projects. Inspired by its strong human values and local impact, Mourad Boukari and Farid Loukili became sponsors of the association. The business unit also provided materials to help build urban furniture and planters for the Saint-Gervais Racecourse community gardens.



Find out more

Housing hope

The VINCI Stiftung supports CaFée mit Herz's Land in Sicht! program, providing Hamburg's homeless with temporary housing in private apartments and one-on-one support from a social worker. From financial stability to physical and mental health, the initiative, championed by Actemium Deutschland director Andreas Wolf, helps participants rebuild their lives. Since 2020, 22 individuals have moved into permanent homes. This year, several more apartments will be furnished thanks to a €12,500 grant from the Foundation.



A welcoming space for vulnerable families

The VINCI Fondation NL supports Mi Amigo, sponsored by Sietse Dekker, Finance Director at Axians. The Schijndel-based charity helps vulnerable families who are often excluded from conventional food aid. Every week, volunteers distribute healthy food packages, clothing, and hygiene products. Mi Amigo also offers a friendly café space where families can be heard and seek advice. Thanks to the Foundation's support, the charity has upgraded its facilities, providing a welcoming environment for them to get the help they need.



Athletics for all

In Ireland, the VINCI UK Foundation donated €10,000 to Cork East Athletics Sporting Community (CEASC), an organization partnering with 11 local clubs in East Cork to promote physical health and athletic development from grassroots to elite levels. This funding bought specialized high-jump equipment, benefiting thousands of young people and inclusive groups, and enabling athletes of all abilities to train, compete and thrive. Championed by Omexom's Philip Roche, this project improves access to quality athletic facilities in a previously underserved community.



Opening up new possibilities for inmates

VINCI Energies in Italy donated gently used office furniture to a Verona prison to support the expansion of its successful NOC in Carcere program. Originally launched at Milano-Bollate Prison in partnership with Universo Cooperativa Sociale Onlus, this initiative trains inmates in IT networking and cybersecurity, allowing them to work on real-world client projects remotely. The donated furniture will equip new workspaces, improving conditions for professional training and social reintegration.

Solar-powered, solidarity-driven

Cegelec API engineering trainee Godwill Dah spent his summer placement on a sustainable education project in Tanzania, supported by a €3,000 donation. He joined LifeTime Projects and the Jabungu Foundation to help build a solar-powered vocational school in Saramé, where access to secondary education is limited. Godwill applied his technical skills to the design, installation, and construction of sustainable facilities, demonstrating how skills-based sponsorship creates a lasting impact.



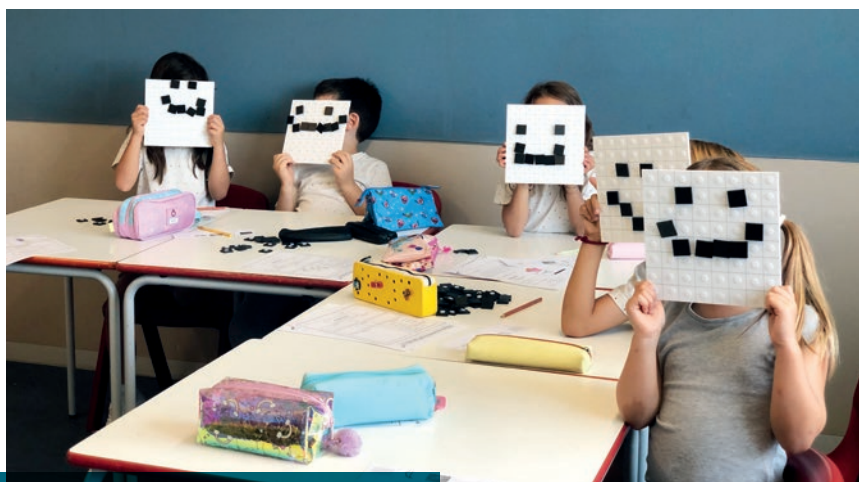
Granting wishes, one pedal stroke at a time

Over 60 TCI+ employees joined forces for the 48-Hour Ride 2025, hosted by Make-A-Wish Canada. Each year, this cycling relay brings together teams of up to six riders who pedal non-stop for two days to help grant wishes for children facing critical illnesses. Beyond the athletic feat, it was a powerful moment of team bonding and community spirit. Colleagues, families, and engineering students from École de technologie supérieure and Polytechnique Montréal came together, united by their shared commitment to the organization's mission.



Packing trunks and sharing smiles

Our Actemium team in the USA joined Gleaners Food Bank's drive-through pantry in Indianapolis. Over just four hours, they helped distribute 26,560 lb of food; enough to provide 22,133 meals to families in need. From loading trunks to sharing smiles, the morning was filled with meaningful service and teamwork. With 1 in 7 Hoosiers experiencing hunger, Gleaners' mission to reduce food insecurity across 21 counties remains essential.



Digital skills from the ground up

VINCI Energies and Axians in Portugal have renewed their partnership with the ENSICO association to expand access to computer science education in public schools across the country. This one-year sponsorship will support 219 students and 10 teachers, contributing to ENSICO's mission to reach over 7,000 children and young people. By fostering digital literacy from an early age, this partnership equips future generations with the skills to thrive in an increasingly digital world.

This document is published by the VINCI Energies Communications Department.

Photo credits: Actemium Germany, Actemium USA, AdobeStock, Alamy, Amin Akthar et Marian Margraf, ATEM-Polska Sp. z o.o, AV partner - VINCI Energies, Axians Deutschland, Eric Barnabe Photographie, Gustavo Baxter, Bundeswehr / Alexander Gottschalk, Agnès Colombo, DR, Diallo Diao, Cyrille Dupont / The Pulses, Envato, ENSICO, ETAVIS, ETK licht by, Emmanuel Fradin, Filmbutik, Fondation VINCI pour la Cité, Joannes Gonmenou / Mesa-Photographie, Bruno Gonzaga, Axel Heise, Tino Kratochvil / VINCI Energies CZ, Anna Kristová, Marian Margraf, Nalidsa/Shutterstock, Omexom Germany, Julien Rambaud, Daniel Reiche / Actemium Germany, Michael Rosetta, Clément Roy, David Styv (@styvdauid) / BikingMan, Raphaël Soret, Anna Kristová, Téléciné, Maxime Tremblay / VINCI Energies, UGent Racing Team, UNICEF Timor-Leste - 2025 - J'Talimeta, VINCI Energies, VINCI Energies au Maroc, C.W. Wright, Aaron Zwaal / Mediacentrum Defensie (MCD).

Design and production: VAT - agencevat.com - 2510_06522.

This document was produced in accordance with environmental protection principles. It is printed on paper from controlled and responsibly managed sources



Bâtiment Tonga
2169, Boulevard de La Défense
CS 90274
92741 Nanterre Cedex
France

Tel.: +33 (0) 1 57 98 61 02



www.vinci-energies.com
www.theagilityeffect.com

