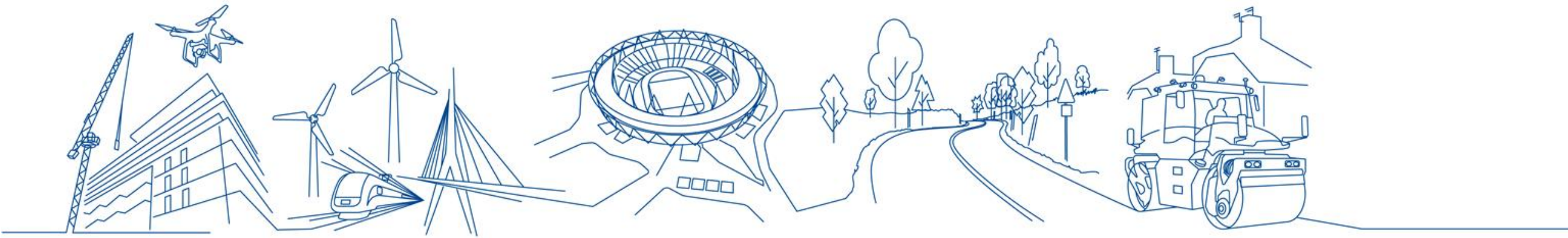


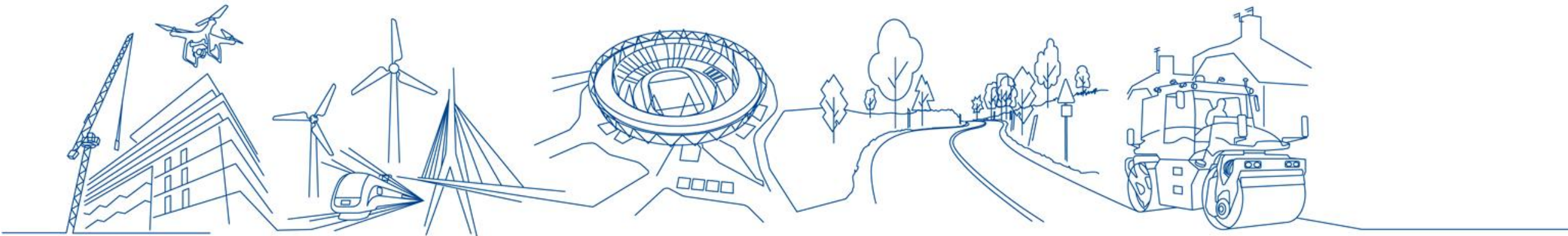
# Leaders Forum



# Leaders Forum

## Business Update

Scott Wardrop



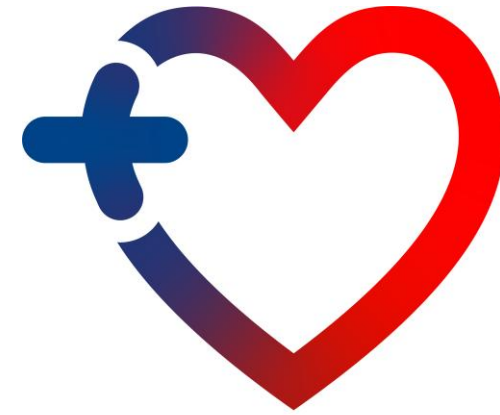


# VINCI Construction in the UK

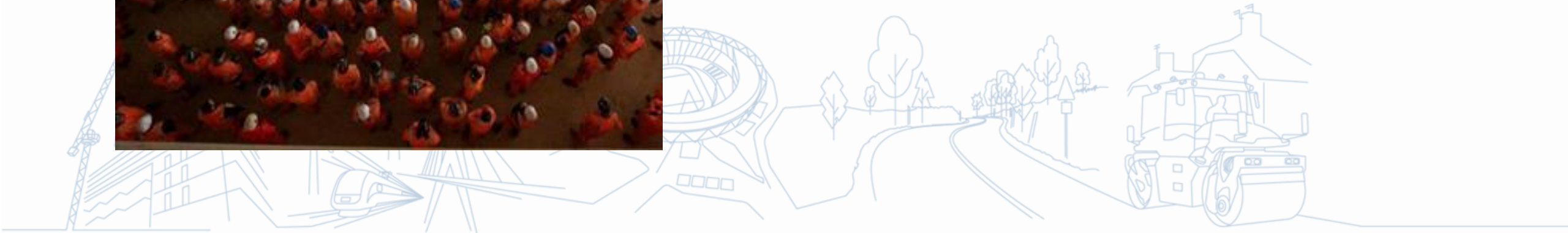
LEADERS FORUM – NOTTINGHAM - 10<sup>TH</sup> APRIL 2025



# SAFETY MOMENT



**WORK SAFE  
LIVE WELL**





2025-03-12 10:33:15

FORWARD



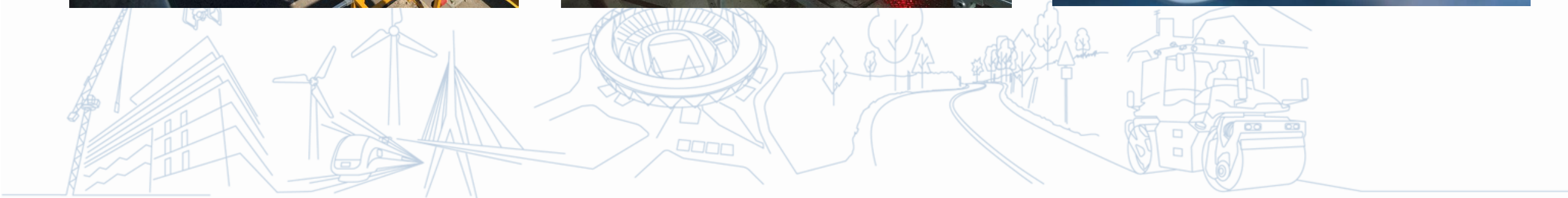
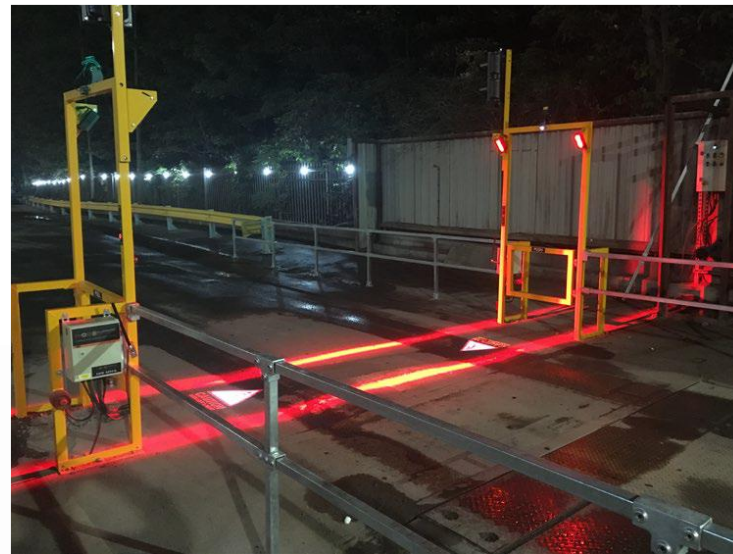
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# PEOPLE PLANT INTERFACE





# PEOPLE PLANT INTERFACE



WORK SAFE  
LIVE WELL







# VINCI Construction State of the Nation

**Scott Wardrop**

LEADERS FORUM – Nottingham – 10<sup>th</sup> April 2025

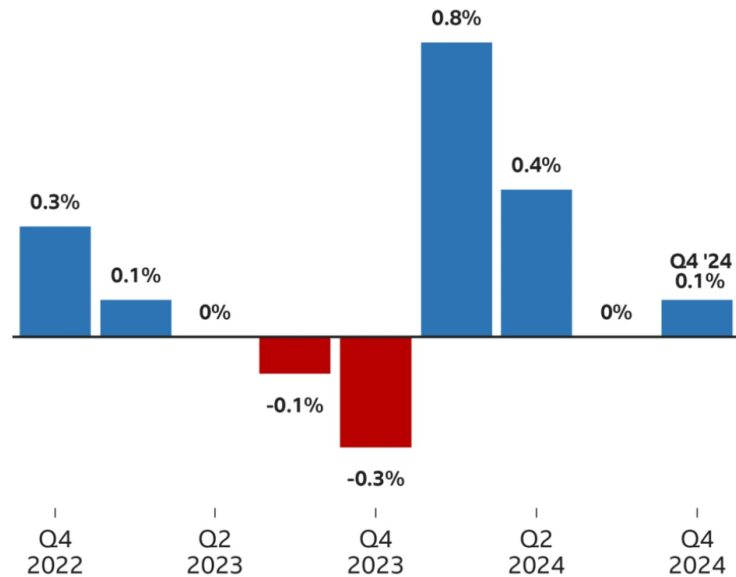






## UK economy edged up at the end of the year

Quarterly GDP growth in the UK, Oct to Dec 2022 to 2024



## GDP per head fell at the end of the year

Quarterly change in real GDP per head, Oct to Dec 2022 to 2024



Early estimates of GDP are subject to revision

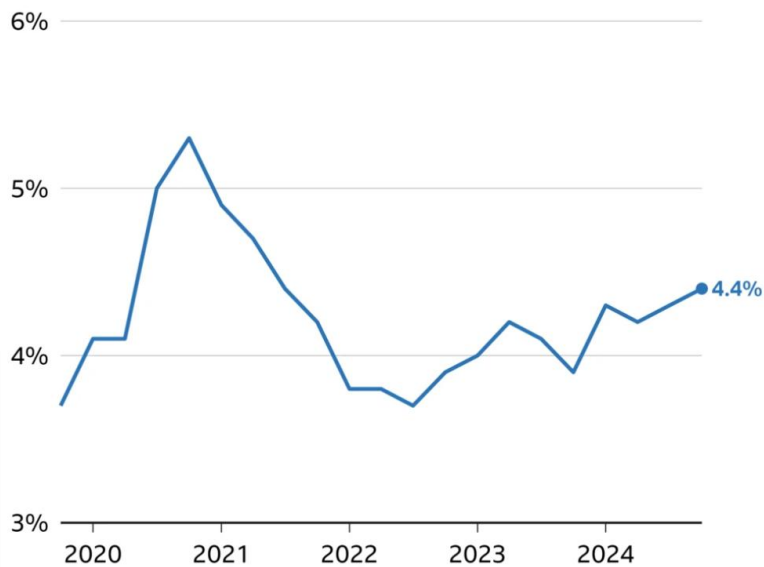
Source: Office for National Statistics

BBC

# UK economy

## UK's unemployment rate

Unemployment rate for people aged 16 and over, 2019 Q4 to 2024 Q4

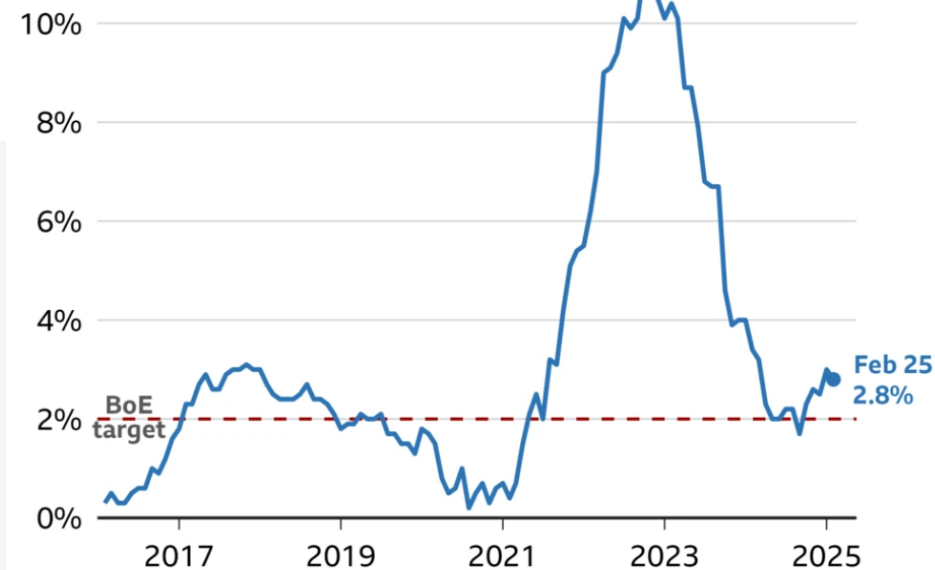


Note: Figures are adjusted to account for seasonal variation

Source: Office for National Statistics

BBC

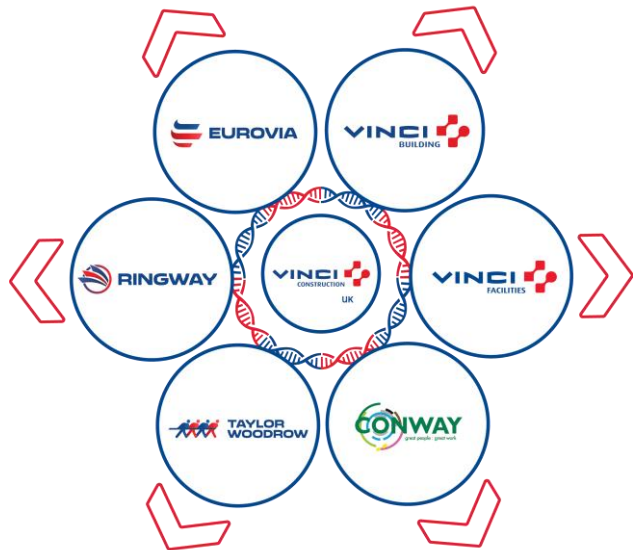
## UK inflation at 2.8% in February 2025



Source: Office for National Statistics

BBC





# VINCI Construction – “Proximity networks”

**Will Cursham**

Legal Counsel



**Andrew Brown**

Communications  
& PR Director



**Scott Wardrop**

Chief Executive



**John Roberts**

Managing Director,  
VINCI Building



**Paul Cottam**

Managing Director,  
VINCI Facilities



**Phil Skegg**

Managing Director,  
Taylor Woodrow

**Yogesh Patel**

Quality, Improvement &  
Innovation Director



**Therese Stevenson**

Human Resources Director



**David Campbell**

Health, Safety &  
Environment Director



**Andrew Thomsett**

Fleet & Plant Director



**Xavier Lansade**

UK Division Chief  
Finance Officer



**Andrew Hansen**

Managing Director,  
FM Conway



**Paul Goosey**

Managing Director,  
Eurovia



**Mitesh Solanki**

Managing Director,  
Ringway



# UK Division | 2025 BR + FM Conway

**8,846**  
Direct  
Employees

**£2.59 Bn**  
Revenue  
IFRS

**6**  
Core  
Operating  
Businesses

**60 +**  
operating  
Business Units

**+3.7 %**  
ROPA  
IFRS

**'Proximity  
networks'**

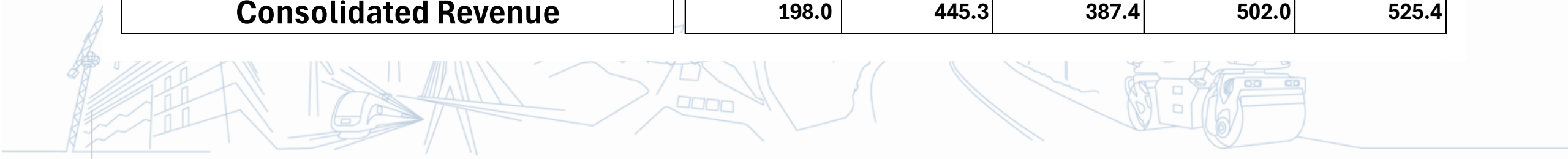


UK "division" still operates legacy VINCI PLC COINS ERP finance system for 2025 and FM Conway Oracle to 2028, but now under **VINCI Construction Holding Limited**

Services		Civil Engineering	Contracting & Production	Contracting & Production	Building
ROPA: <b>+2.0%</b> Revenue: £525M	ROPA: <b>+4.2%</b> Revenue: £443M	ROPA: <b>+4.6%</b> Revenue: £387M	ROPA: <b>6.0%</b> Revenue: £583m	ROPA: <b>+5.2%</b> Revenue: £198M	ROPA: <b>+1.8%</b> Revenue: £502M
VINCI Facilities	Ringway	Taylor Woodrow	FM Conway	Eurovia	VINCI Building
Headcount: 2,424	Headcount: 1,964	Headcount: 607 (538 minus HS 2)	Headcount: 2,250	Headcount: 349 *	Headcount: 642
COINS ERP Connect 2026 Q1	Connect SAP	Connect SAP	ORACLE ERP Connect 2028 ?	Connect SAP	COINS ERP Connect 2026 Q1

# Self performance

In M GBP	EUROVIA	RINGWAY	TAYLOR WOODROW	VINCI Building	VINCI Facilities
<b>Self-performed works</b>	149.0 75%	214.0 48%	158.9 41%	108.4 22%	175.9 33%
To non VINCI Group third parties - subcontractors	49.0	172.7	213.0	393.6	349.5
To VINCI Group 3rd parties outside VINCI Construction	0.0	1.0	0.0	0.0	0.0
To VINCI Construction 3rd parties outside UK Division	0.0	0.0	0.0	0.0	0.0
To UK Division entities	0.0	57.5	15.8	0.0	0.0
<b>Subcontracted revenue</b>	49.0 25%	231.2 52%	228.8 59%	393.6 78%	349.5 67%
<b>Self-performance + VINCI subcon</b>	149.0 75%	272.5 61%	174.7 45%	108.4 22%	175.9 33%
<b>Consolidated Revenue</b>	198.0	445.3	387.4	502.0	525.4

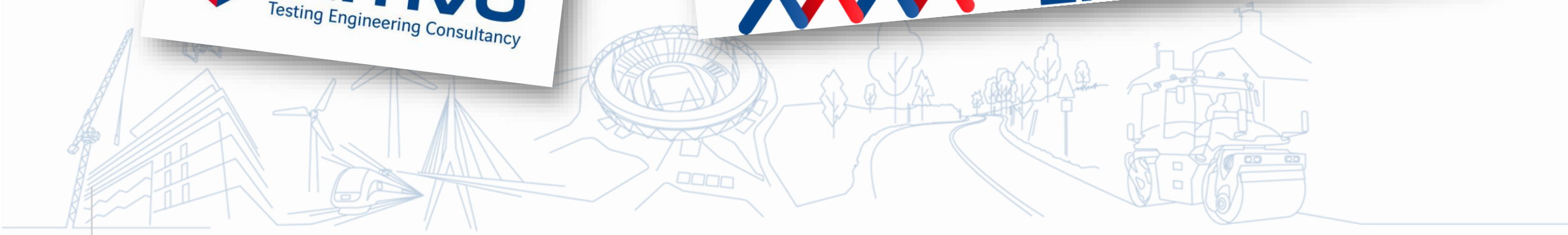
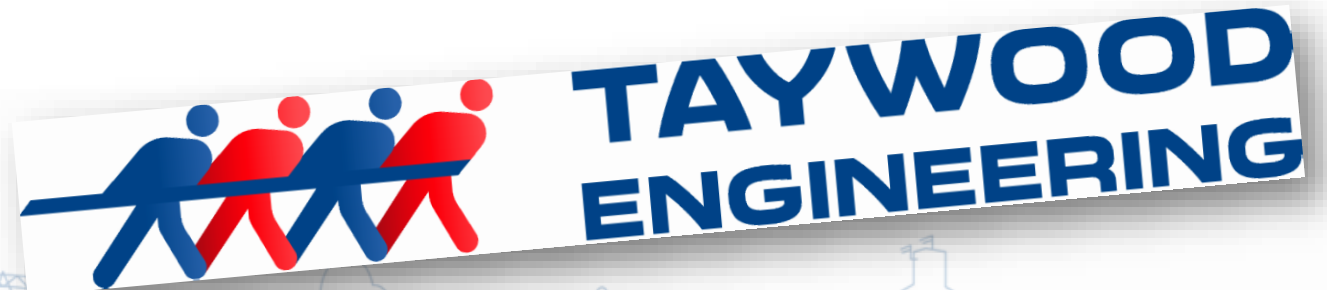




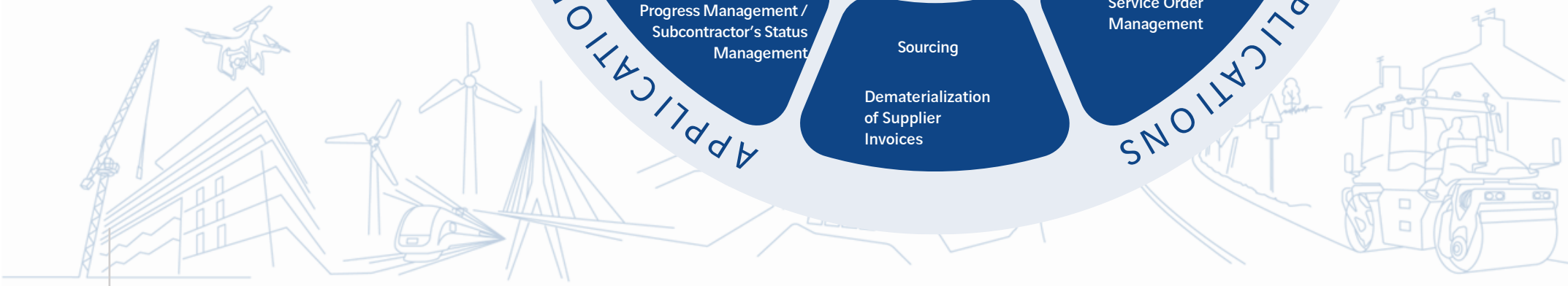
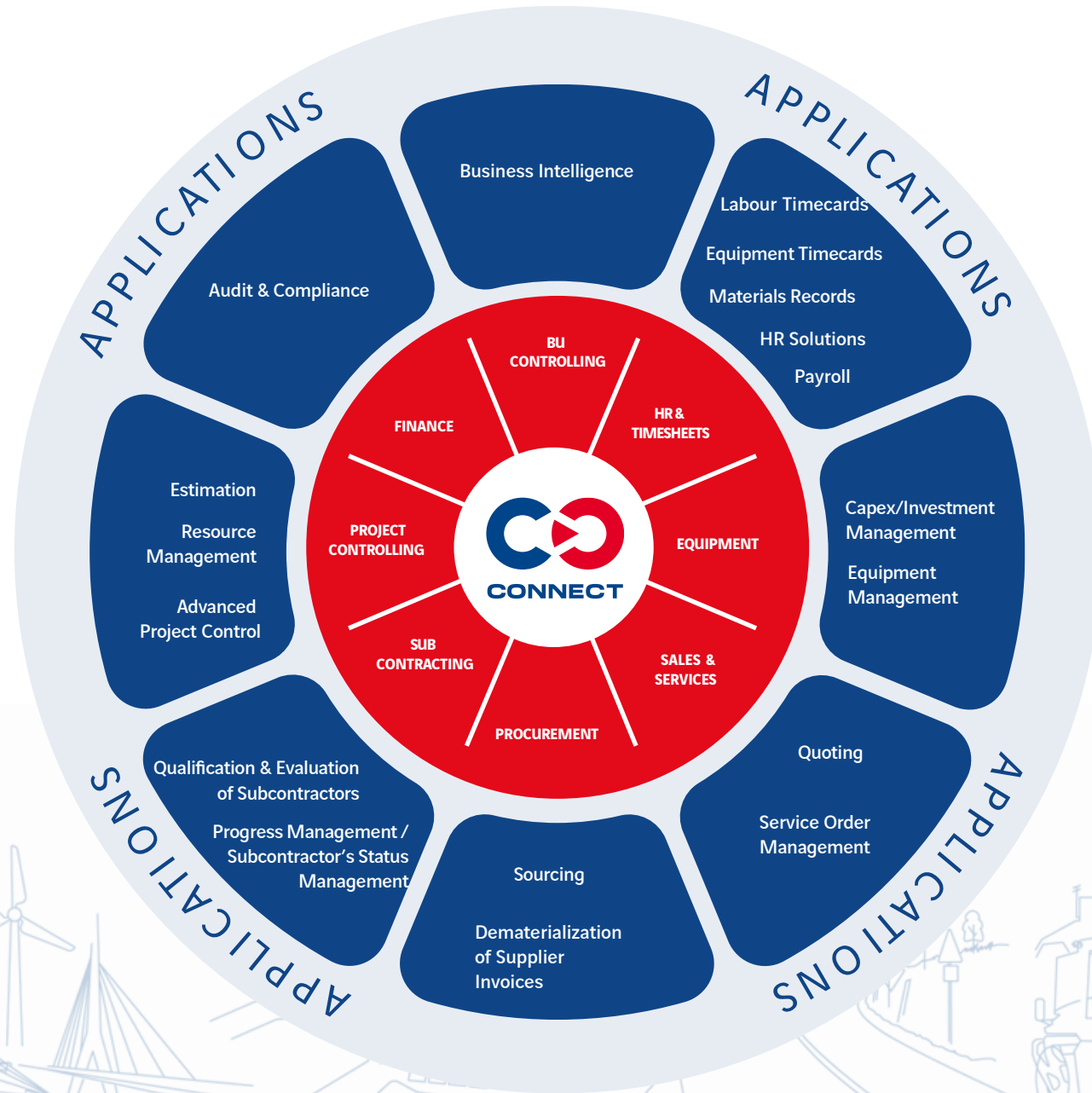
# Self performance – classic...



# Self performance – *our consultancies....*





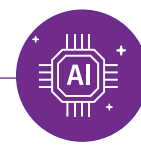




## Environment & sustainability

*Alternative construction methods & new offers*

- ALTERNATIVE CONSTRUCTION **MATERIALS**
- ALTERNATIVE & CLEAN **ENERGIES**
- ZERO-WASTE & **CIRCULAR ECONOMY**
- **WATER** STRESS
- **NATURE** PRESERVATION & RESTORATION
- **ACCEPTABILITY** OF OUR JOB & PRODUCTION SITES
- HARNESS THE POTENTIAL OF **BIOTECHNOLOGY**
- **CARBON** CAPTURE, UTILIZATION AND STORAGE



## Digital & tech

*Alternative construction methods & new offers*

- **DATA** STRATEGY & INFRASTRUCTURE
- **DIGITALIZATION**: DIGITAL TWINS, BIM, 2D-3D, AR/VR
- **INDUSTRIALIZATION**: OFF-SITE, PREFAB, STANDARDIZATION
- **LEAN** MANAGEMENT
- **REMOTE OPERATION & MAINTENANCE** FOR EQUIPMENT & PLANTS
- WIDER USE OF **ROBOTICS**
- UNLOCK THE POTENTIAL OF **ARTIFICIAL INTELLIGENCE**



## Talent & management

- 360 **DIVERSITY**
- NEW **SKILLS**
- ALTERNATIVE **WORKING CONDITIONS**
- ADAPTED **MANAGEMENT STYLES**
- KNOWLEDGE **MANAGEMENT**



## Safety

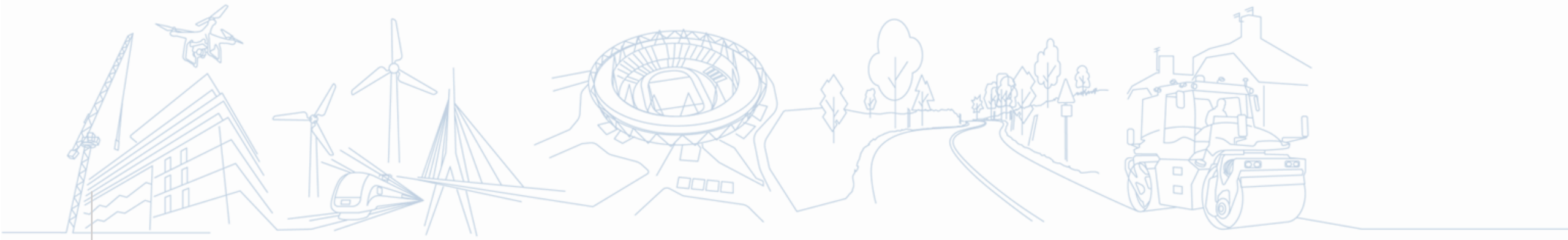


## Think the unthinkable





Fairness | Inclusion | Respect

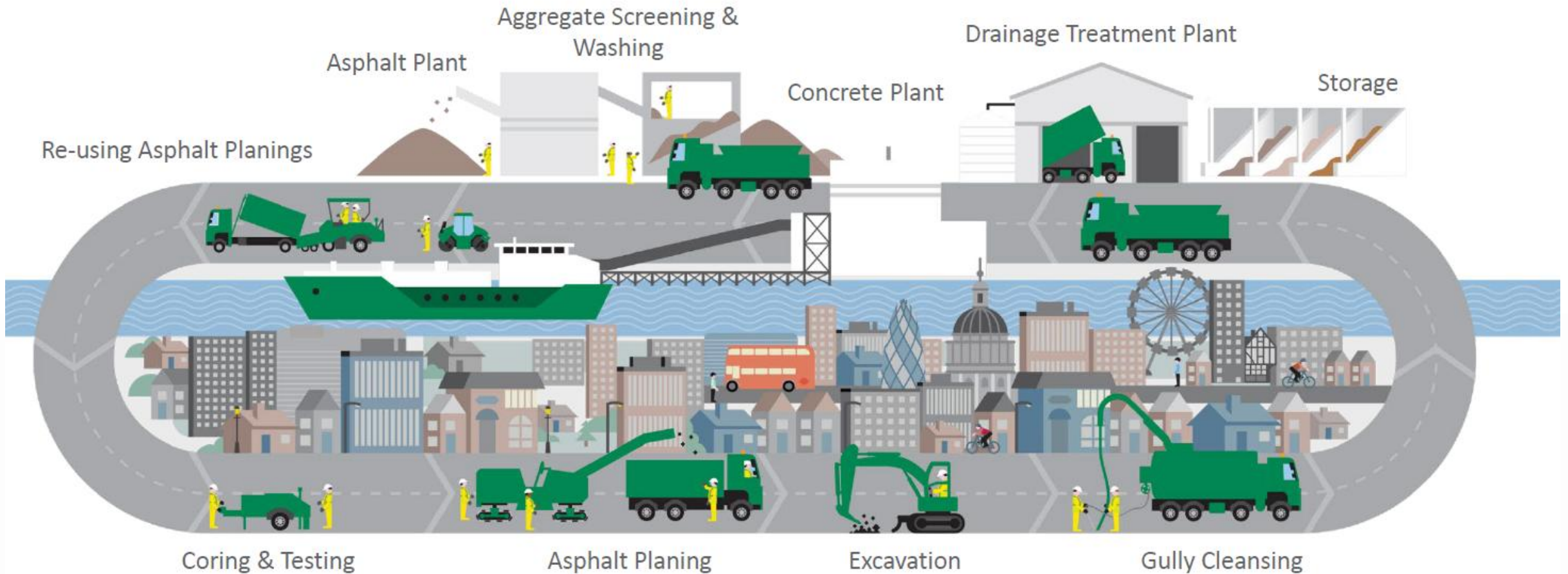


# *HOW TO NOT BE FOOLED BY* **GREENWASHING**





# FM Conway – Circular economy model





UK



# Leaders Forum

Thank you

See you in November

