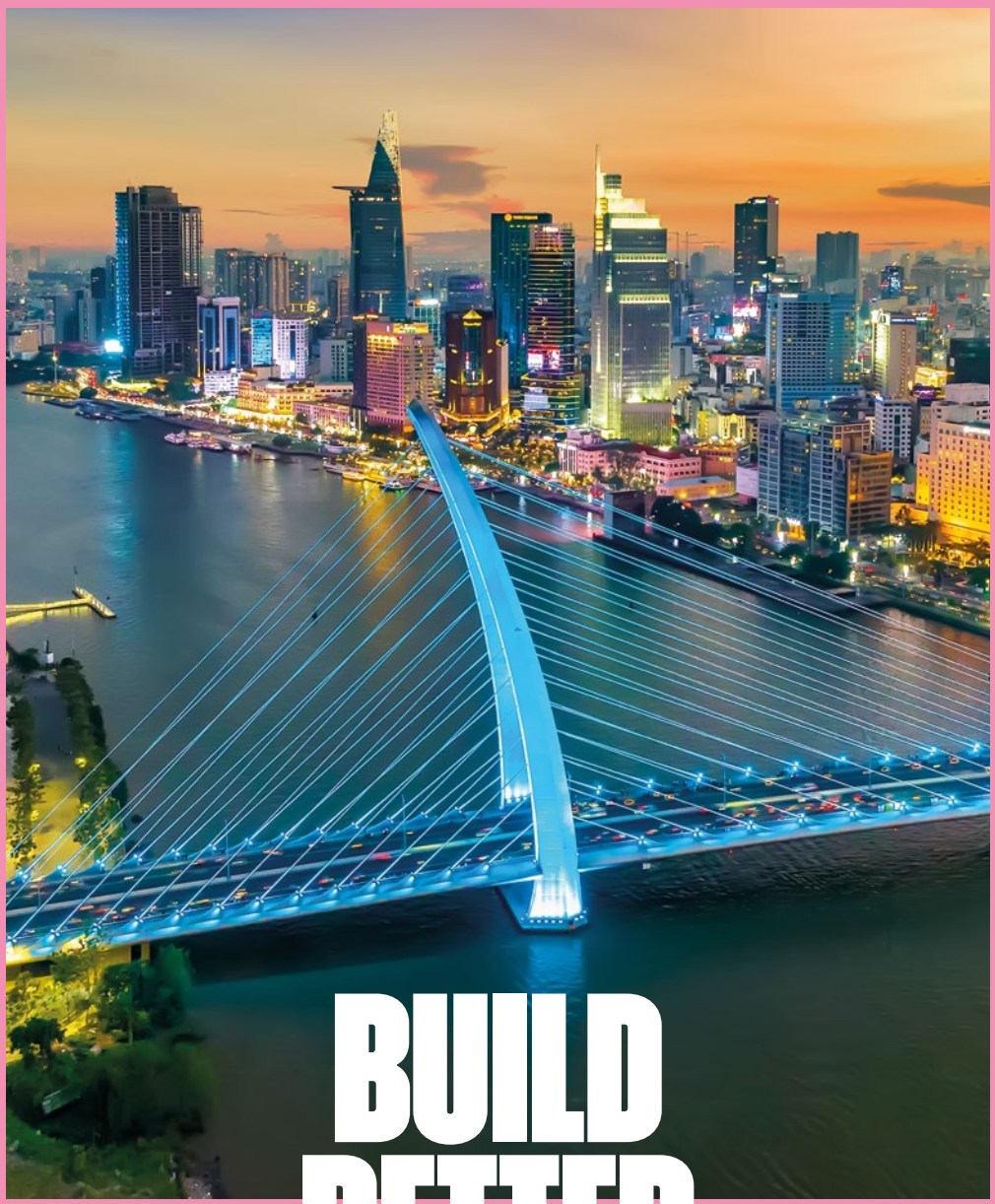
SOLETANCHE FREYSSINET

SOLETANCHE FREYSSINET THE ESSENTIALS



BUILD BETTER TOGETHER

2026

2025 KEY FIGURES

Revenue

€4.8 BN

—

NEARLY **25,000**

employees

≈**30,000**

projects completed

OUR BRANDS

SOLETANCHE BACHY · MENARD · GEOQUEST · FREYSSINET · NUVIA · SIXENSE

THIS IS US



A day in the life of the teams at Soletanche Freyssinet across the world. Benjamin, Boris, Caroline, Daniel and Naw talk to us about their field of expertise, interests and engagement.

Watch the video on

THEIR SOLETANCHE FREYSSINET



BENJAMIN,
Nuvia, Gravelines, France



BORIS,
Soletanche Bachy, Montereau, France



CAROLINE,
Menard, Vancouver, Canada



DANIEL,
Sixense, London, UK



DILIP,
Geoquest, Bangalore, India



ENZO,
Freyssinet, Saint-Eusèbe, France



NAW,
Soletanche Bachy, Singapore



ROBIN,
Sixense, London, UK



TIM,
Freyssinet, Sydney, Australia



LISTEN TO OUR PODCASTS ON THE INGENIOUS CHANNEL!

Dive into the heart of the human and technological challenges facing the six companies that make up Soletanche Freyssinet.

BEING A WOMAN
AT SOLETANCHE FREYSSINET

An engineer, a managing director, a project manager, a tax director, and even a worksite diver. At Soletanche Freyssinet, diversity has many faces, on every continent and in all our fields of expertise. These nine inspiring stories illustrate the breadth and diversity of talent that makes up our teams.

Watch the video on

Our commitment

Soletanche Freyssinet has made it a priority to drive greater diversity in its fields of expertise. We encourage diversity among career paths and talent, and support all our female employees to further their careers, at every level of the company, all over the world.





LUCIE,
Change Manager



ARIANE,
Tax director



INAS,
Project Manager



BLANCA,
General Manager



CÉCILE,
Operations Manager



FATIMA,
Business Engineer



RÉKA,
Project Manager



ORANE,
Civil Engineer

FIND ALL SOLETANCHE FREYSSINET'S VIDEOS ON OUR YOUTUBE CHANNEL.

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CREATING SUSTAINABLE VALUE

MANUEL PELTIER
Chief Executive Officer of Soletanche Freyssinet

MANAGEMENT TEAM **Manuel PELTIER** Chief Executive Officer, Soletanche Freyssinet **Christophe DAUCHY** Chief Executive Officer, Soletanche Bachy **Bernard THÉRON** Managing Director, Soletanche Bachy **Marc LACAZEDIEU** Chief Executive Officer, Menard **Vincent OUDIN** Chief Executive Officer, Geoquest **Jean-Philippe RICARD** Chief Executive Officer, Freyssinet **Sébastien DIAZ** Chief Executive Officer, Nuvia **Jean-Ghislain LA FONTA** Chief Executive Officer, Sixense **Raphaël MAILHÉ** Administrative and Financial Director **Mark DEARY** Business Development Director **Xavier PLANCHON** Human Resources Director **Guillaume BILLAROCH** Marketing and Communications Director **Lorenzo ALESSI** Quality, Safety and Environment Director **Édouard SIRET** Information Systems Director **Nuria SANCHEZ RUBIO** General Counsel and Compliance Director.

In 2025, Soletanche Freyssinet continued along its path of solid and controlled performance. In a world undergoing major, sometimes brutal transformation, our teams have forged a presence for themselves, everywhere our fields of expertise have an essential role to play – energy, transport, water, construction, industry and critical infrastructure.

These transformations are not cyclical. They reflect substantive changes that lastingly restructure our business lines, such as the shift to low-carbon transport, the energy transition, the development and safeguarding of electric grids, the preservation of water and climate change adaptation. Our expertise, technology and the quality of our execution set us apart in each of these challenges,as reflected by our 2025 results. Across all our areas of expertise, we have achieved solid performance. Business volumes remained high, close to €5 billion, but even more significantly, our operating income has risen for the fifth consecutive year. Moreover, our order book has stayed strong, enabling us to head into 2026 feeling confident.

In terms of safety, we recorded zero serious accidents last year. Although a huge collective achievement, we cannot rest on our laurels. Safety remains our absolute focus, which requires constant vigilance and unwavering commitment.

Such impressive performance has been made possible by the engagement of our teams, all over the world. It also reflects the trust our clients continue to place in us.

Geographically speaking, our model has once again proved solid. Growth was particularly strong in Asia, especially Singapore, Hong Kong and Malaysia, where the emergence of the data center market opens new opportunities. In Europe, operations are well positioned, and while each market is progressing at varying paces, all are positively oriented.

“Our teams have forged a presence for themselves, everywhere our fields of expertise have an essential role to play – energy, transport, water, construction, industry and critical infrastructure.”

In North America, the weight of investment in infrastructure maintenance and industry is supporting a high level of business.

Latin America has experienced a more contrasted year, affected by the medium-term outlook. In Oceania and the Middle East, several major projects underpinned the suitability of our positioning.

As we enter into 2026, our ambition is clear – continue this positive momentum in an environment that will remain uncertain and exacting. Our approach will remain consistent, as we will continue to prioritise control over volume, and bolster our fundamentals, while remaining selective, agile and disciplined in our execution. Safety, operational performance and skills development will continue to form the core of our focus.

The outlook for each of our brands confirms this trajectory. The results obtained, the action plans put in places, and our upcoming projects all reflect our shared desire to create lasting value by building on solid structures and a long-term vision.

Last but by no means least, looking to the future implies innovation. In 2026, we will once again hold the Innovation Awards to celebrate and shine a spotlight on ingenuity and initiative among our teams. Innovation does not bring added soul, yet it is a strategic driver to become more competitive and stand out in the crowd.

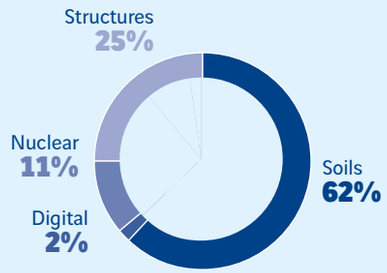
We boast many solid assets, including a dense network of subsidiaries, complementary fields of expertise and an engaged, competent workforce.

This overall strength enables us to survive cycles, withstand shocks, and confidently prepare for the future.

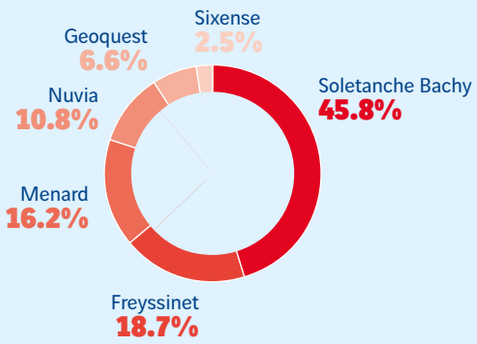
SOLID GLOBAL REACH

Soletanche Freyssinet has built up a network of over 150 subsidiaries across more than 90 countries, thereby ensuring solid global reach for our six brands, Soletanche Bachy, Menard, Geoquest, Freyssinet, Nuvia and Sixense.

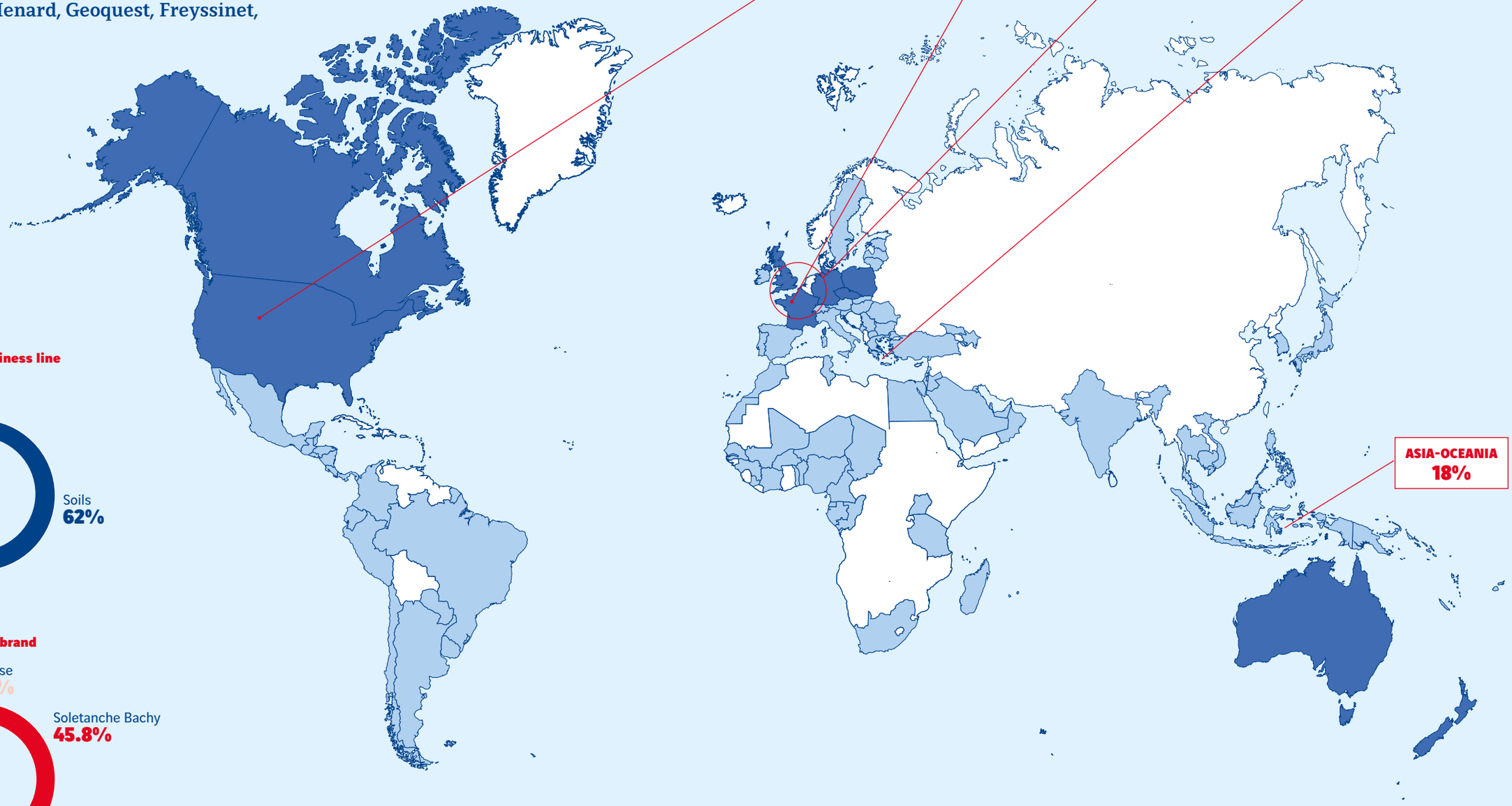
Revenue by business line

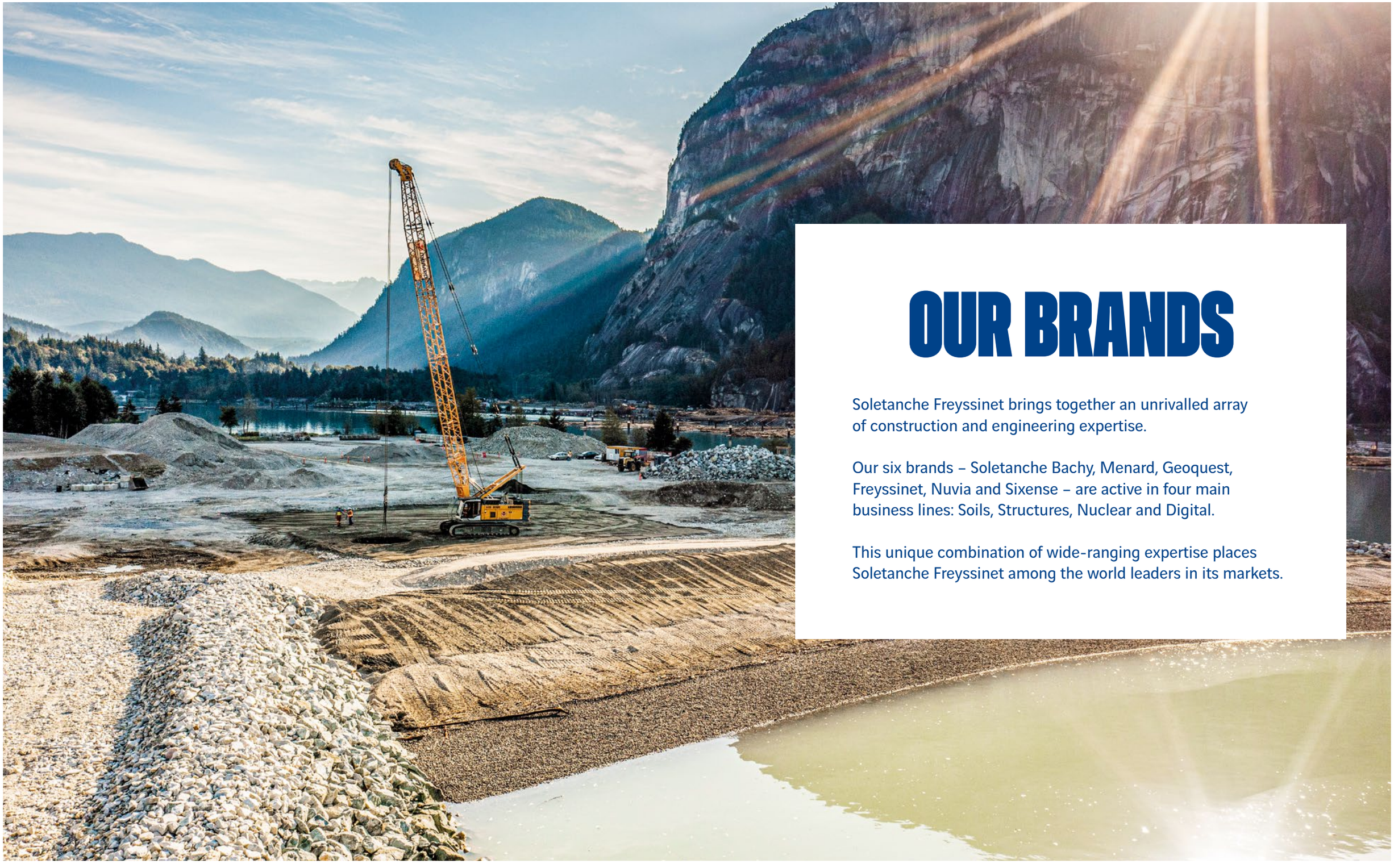


Revenue by brand



Revenue by geographical area





OUR BRANDS

Soletanche Freyssinet brings together an unrivalled array of construction and engineering expertise.

Our six brands – Soletanche Bachy, Menard, Geoquest, Freyssinet, Nuvia and Sixense – are active in four main business lines: Soils, Structures, Nuclear and Digital.

This unique combination of wide-ranging expertise places Soletanche Freyssinet among the world leaders in its markets.

SOLETANCHE BACHY

Soletanche Bachy is a world leader in foundations and soil technologies. It has around 80 subsidiaries and branches operating in 60 countries, which provide public and private sector customers with high-performance, innovative geotechnical solutions. It acts both as a general contractor and as a specialist subcontractor for the design, build, upgrade and maintenance of a variety of structures including ports, dams, car parks, metros, tunnels, energy and buildings. Soletanche Bachy also contributes to protecting the environment by building positive-impact structures and implementing optimised techniques.

SOLETANCHE BACHY

€2.2 BN
2025 REVENUE

9,947
EMPLOYEES



A NEW STRETCH OF TRACK FOR THE FAST TRAM NORTH OF KRAKOW



KRAKOW, POLAND

Phase 4 of the Krakowski Szybki Tramwaj involved building a new double-track fast tram line spanning approximately 4.5 km connecting the neighbourhoods north-east of Krakow with the city centre via the existing network. A portion of this new line will run through a tunnel. Soletanche Polska built the diaphragm walls in the tunnel as well as two underground stations, equating to around 2.5 km of structures at a maximum depth of 21 m. The greatest challenge involved building the walls under the General Mateusz Iżycki Bridge, which remained in use, in a very confined space. The bridge and the surrounding buildings were constantly monitored using Sixense's inclinometer system, which made it possible to monitor soil movements and the behaviour of the structure in real time. The line will open in 2026 and will improve access to the city centre, cutting journey times by approximately 12 mintues and carrying nearly 3,000 passengers per hour.
#makingyourdayeasier #fostergrowth #careforall



A NEW LEASE OF LIFE FOR CANTERBURY MUSEUM



CHRISTCHURCH - NEW ZEALAND

Founded in 1867, Canterbury Museum is one of the oldest museums in New Zealand. It is undertaking a vast restoration and extension programme in order to upgrade its facilities while preserving its protected heritage buildings. March Construction, subsidiary of Soletanche Bachy, has been involved in bolstering the historic structures, building a new base-isolated basement and extending its floor space. Our teams leveraged Building Information Modelling (BIM) to tackle the many technical challenges arising as part of the project and accurately coordinate work, especially the temporary support to the Robert McDougall Gallery during excavation work. After two years, the preparatory work, supporting walls, micro piles, ties and earthquake systems were completed, opening the way to start working on the main building.
#makingyourdayeasier #fostergrowth

A FOOTBRIDGE IN THE HEART OF CANARY WHARF



LONDON - UK



The teams from Soletanche Bachy in the UK carried out the geotechnical and civil engineering works on the 60 m long Eden Dock footbridge, connecting the north and south banks of the river. The project involved installing the piled foundations and piers for the footbridge. The teams were also responsible for the removal and storage of a pedestrian footbridge weighing 46 tonnes using a marine lifting method from below to avoid the use of craneage. Three barges plus support pontoons were used for the machinery and equipment, while a complex post-tensioning system helped connect the piles. The greatest challenge was the proximity of the piling work to the Jubilee Line, with the closest pile located just 4.1 m away, requiring constant monitoring of pile bore verticality.
#makingyourdayeasier #fostergrowth #careforall



A DIAPHRAGM WALL TO PURIFY WATER IN THE GOWANUS CANAL



NEW YORK - UNITED STATES

Since the 2010s, the Gowanus Owls Head Canal in New York has been undergoing a vast programme to improve water quality led by the Environmental Protection Agency and the city of New York. The programme involves dredging and confining the contaminated sediment by building two large underground reservoirs designed to manage wastewater overflows and lastingly restore water quality to the 155-year-old canal. As part of the project, the teams from Nicholson Construction and Soletanche Bachy International built an 18,000 m² diaphragm wall for one of the reservoirs at a depth of 51 m in order to limit the migration of contaminants on site and reduce the treatment time for contaminated groundwater. The work required two skips and two Hydrofraise® to excavate the diaphragm wall panels. To deal with major geological hazards, our study engineers replaced the initial diaphragm wall with a gel-injected sleeve to ensure water is separated up to the top of the rock. Three drilling machines and two injection units were mobilised for this part of the project, which is scheduled for completion in 2027.
#makingyourdayeasier #greenisgreat #careforall

DEEP FOUNDATIONS FOR A 380 M TALL TOWER



DUBAI – UNITED ARAB EMIRATES



In Dubai, the Muraba Veil skyscraper stands 380 m tall, with 73 floors, and just 22.5 m wide, throwing an exceptionally slender silhouette. The teams from Zetas, a subsidiary of Soletanche Bachy, were involved in this project, carrying out the major foundation work, including diaphragm walls up to 50 m deep, 313 barrette piles up to 80 m deep, 88 contigious piles to bolster the foundation system as well as considerable pumping work in order to manage the water table during the excavation work and put in place temporary support using a system of struts to safeguard deep zones. The skyscraper is scheduled for delivery in 2028. It will accommodate 131 homes.
#makingyourdayeasier #fostergrowth #careforall



STABILISING A 200-YEAR-OLD BRIDGE WITHOUT INTERRUPTING TRAFFIC



BORDEAUX - FRANCE

Built in 1822 on wooden piles sunk into the soft soil surrounding La Garonne, the Pont de Pierre in Bordeaux is sinking a few millimetres each year, driven down by its weight. Following previous campaigns in 1993, 2002, and a test pier in 2022 carried out by Soletanche Bachy, the final phase of the reinforcement work is underway. It involves installing over 150 micropiles anchored up to 40 m deep, passing through stone piles to reach more solid ground. Two drilling techniques were applied successively for each micropile. The operation also involved rockfill and pile rings, installed from barges by our subsidiary Balineau. During the entire duration of the works, water quality in the river was closely monitored to guarantee environmental standards were maintained at the site.
#makingyourdayeasier #fostergrowth #careforall

AND ALSO...



CYBERJAYA - MALAYSIA

DEEP FOUNDATIONS FOR A NEW DATA CENTER CAMPUS

In Cyberjaya, the tech hub on the outskirts of Kuala Lumpur, Geotechnical Alliance, a subsidiary of Soletanche Bachy, has been carrying out preparatory work (including earthworks and support walls) and the foundations for a data center campus and an electrical substation. After installing 700 bored piles 40 m deep for the first data center (involving between six and eight drilling rigs), the team followed up with 360 piles 35 m deep for the second (involving between five and six drilling rigs). A third center is scheduled in the coming months.
#fostergrowth



UNITED ARAB EMIRATES

THE FOUNDATIONS OF WHAT WILL BE THE WORLD'S SECOND TALLEST SKYSCRAPER

In Dubai, Soletanche Bachy International designed and built the foundations for the Burj Azizi (160 barrette piles). Upon completion, which is scheduled for 2028, the Burj Azizi will be the second tallest skyscraper in the world, standing 725 m tall. The teams dealt with the challenges arising from its design, cutting the time required for the studies and adapting the barrette piles to the new code of design and calculations for structures in Dubai.
#fostergrowth



TORONTO - CANADA

STRATEGIC RENOVATION OF A DOCK AT THE BILLY BISHOP TORONTO CITY AIRPORT

At Billy Bishop Toronto City Airport, on Toronto Island, the teams from Soletanche Bachy in Canada are rehabilitating 140 m of the East Dock, which was reaching the end of its service life. The project involved installing a combi-wall (a pipe and sheet pile system), rock anchors and a new precast concrete coat beam, and reconnecting the grids. It represented a logistical challenge, operating in an active airport zone, with deliveries arriving by barge.
#makingyourdayeasier #fostergrowth #careforall



PANAMA CITY - PANAMA

UPGRADING THE SEWER SYSTEM IN PANAMA CITY

The Matasnillo project will build a new central sewer collector to improve water management and the quality of life people living in Panama City. Carried out by Bessac and Rodio Swissboring, subsidiaries of Soletanche Bachy, it includes 37 shafts made of shotcrete, 27 microtunneling drives (Ø 1.2 to 1.5 m, with drive lengths up to 444 m) and 19 connections (using open trench and directional drilling methods). 2,500 reinforced concrete pipes were manufactured locally and the application of a new lining, a first for Bessac, which ensures excellent chemical resistance and enhanced durability.
#makingyourdayeasier #greenisgreat #careforall

MENARD

Menard is active in three fields of expertise: soil investigation, improvement and remediation. True to its founder Louis Ménard's vision, it engineers and applies solutions that save resources, providing soils with a more sustainable future, the world over.

menard

€778 M
2025 REVENUE

2,717
EMPLOYEES



STABILISING THE GROUND TO SAFEGUARD WATER SUPPLY



RIYADH – SAUDI ARABIA

The teams from Menard carried out the ground improvement work on the Ras Al Khair section of the Riyadh Water Transmission System, a major network designed to transport large quantities of potable water to the city. The challenge involved making the ground stable and durable enough to support heavy structures, while also complying with the standards set by the Saudi Water Authority. Consequently, Menard used a variety of ground improvement techniques, including vibrocompaction over 138,000 m² to increase the overall density of the soil up to 18 m deep, and dynamic compaction over 240,000 m² to consolidate the soil before applying a 5.5 m layer of backfill material. Cone penetration tests were carried out to assess the quality of work. These interventions reduced subsidence and created a solid base for this essential infrastructure project.
#makingyourdayeasier #greenisgreat #careforall



REBUILDING THE FRANCIS SCOTT KEY BRIDGE



UNITED STATES

Following the partial collapse of the Francis Scott Key Bridge in 2024, the Maryland Transportation Authority launched an large-scale rebuild initiative. ConeTec's New Jersey team was contracted by Kiewit to perform a comprehensive site characterisation program, supporting both marine and land-based geotechnical investigations. The team carried out cone penetration testing and seismic cone penetration testing (CPTu and SCPTu), electric vane shear testing (eVST) and sonic drilling in water between 4 to 12 m deep. These operations required specialist equipment, including a marine barge platform, which was essential for carrying out investigation work in water. The work was completed within an accelerated timeframe to ensure the wider project remained on schedule.
#makingyourdayeasier #fostergrowth #careforall



GROUND IMPROVEMENT WORK AT AN INDUSTRIAL SITE



CILEGON - INDONESIA

Our Indonesian subsidiary carried out the ground improvement work for the Chandra Asri Alkali-1 industrial project in Cilegon, in Banten province. Over 140,000 m², two techniques were used – Controlled Modulus Columns (CMC) and stone columns to control subsidence and reduce the risk of liquefaction in this seismic zone. At the project's peak, nine drilling rigs were mobilised and nearly 98 steel plates were required to ensure access and safety during the rainy season.
#fostergrowth #careforall

FOUNDATIONS FOR THE TRUONG SON 2 WIND POWER PLANT



LAOS



In Laos, our Asian subsidiary has completed the ground improvement work at the Truong Son 2 Wind Power Plant in the provinces of Bolikhamxay and Khammouane. The project facilitates the expansion of renewable energy in the country, generating green electricity that can be exported to Vietnam. The teams from Menard used Controlled Modulus Columns (CMC) to reinforce the ground under four foundations of turbines 23 m in diameter, with capacities between 6.5 and 8 MW each and tower height of over 100 m, thereby cutting costs and timescales.
#makingyourdayeasier #fostergrowth #greenisgreat #careforall #accesspower

CHARACTERISATION OF A MINING WASTE STORAGE SITE



BOLIVIA



ConeTec, a subsidiary of Menard, spent three months on a geotechnical characterisation campaign at a mining waste storage site in Bolivia as part of work to reinforce a dam. The project required the use of a 25-tonne direct push rig to carry out in-situ testing, sampling and install instrumentation. The campaign took place in a logistically demanding environment, in particular with equipment being sourced from Peru despite complex customs procedures. Over 170 investigations were carried out, including penetration tests, geotechnical readings, sampling and instrumentation.
#fostergrowth



DECONTAMINATION OF POLLUTED SOIL AT AN ACTIVE INDUSTRIAL FACILITY



VÉNISSIEUX - FRANCE

The teams from our subsidiary Remea depolluted the soil around an active industrial facility in Vénissieux, conserving usage of the site and the interior layout. A bespoke solution was implemented in order to extract around 2,000 tonnes of contaminated soil up to 4 m deep, including at the foot of load bearing pillars. In collaboration with Campenon Bernard, a subsidiary of VINCI Construction, temporary adaptations were made to the structure in order to get as close as possible to the foundations. Given the history of the site, which was bombed during WWII, the work was carried out within a pyrotechnical risk management programme. Deconstruction, excavation and restoration work was conducted in a confined, ventilated area, where air was filtered in order to protect both workers and the environment.
#fostergrowth #careforall #greenisgreat

AND ALSO...

SUSTAINABLE FOUNDATIONS AT A WAREHOUSE



NOIRMOUTIER ISLAND - FRANCE

The teams from Menard France were involved in building a new warehouse on Noirmoutier Island in October 2025. Ground improvement work involved Controlled Modulus Columns (CMC) and low-carbon concrete bi-modulus columns. These techniques helped optimise working conditions, guarantee performance met with expectations and significantly reduce the worksite's environmental impact.
#fostergrowth #greenisgreat

SAFEGUARDING A MINING WASTE DAM



AUSTRALIA

In New South Wales in Australia, a mining waste dam benefitted from an ambitious geotechnical reinforcement programme to upgrade the site to comply with new seismic standards, as the foundations are built on fragile, liquefiable ground. After seven years of studies and work, the installation of stone columns, earthworks carried out step by step and real-time monitoring helped to lastingly stabilise the ground underneath the dam. The use of cement-free ground improvement techniques helped reduce the amount of greenhouse gas emissions generated by the work by around 84%, representing nearly 45,000 tonnes of CO_2 equivalent.
#fostergrowth #careforall

GROUND IMPROVEMENT AT A HOTEL IN CARLISLE BAY, BRIDGETOWN



CARLISLE BAY - BARBADOS

Menard helped build the Hyatt hotel in Carlisle Bay, Bridgetown. The projects involved installing 1,700 stone columns over 11,000 m² to reinforce the foundations by anticipating geotechnical risks such as liquefaction and subsidence, thereby contributing to the completion of an iconic project for the region.
#fostergrowth

OPTIMISED FOUNDATIONS FOR A VAST WAREHOUSE IN AVONMOUTH



AVONMOUTH - UK

The teams from Menard in the UK improved the ground at a major distribution centre in Avonmouth. The work involved Controlled Modulus Columns (CMC) and bi-modulus columns and vertical drains under the buildings and outdoor areas. Despite the presence of existing piles and compressible marine ground, this solution helped reduce costs, considerable time as well as the carbon footprint compared with conventional deep foundations.

GEOQUEST

Geoquest creates and develops retaining, crossing, protective and strengthening solutions, leveraging its unparalleled expertise in reinforced backfill and soil-structure interaction. Its techniques have applications in a variety of fields such as roads and motorways, rail, industry, the environment and water engineering.

€318 M
2025 REVENUE

1,049
EMPLOYEES



AN UPGRADED CORRIDOR FOR THE URBAN AREA OF EAST DON LANDS



TORONTO - CANADA

The Lakeshore East Joint Corridor Early Works in Toronto are part of the new Ontario Line, a 15.6 km subway project linking Exhibition Place to Line 5 Eglinton at Don Mills Road. The GO Lakeshore East rail corridor between Gerrard Street East and Eastern Avenue has been upgraded to accommodate six tracks, including two dedicated to the Ontario Line. Transparent noise barriers, approximately five meters high, have been installed on both sides of the corridor to maintain or reduce sound levels. Metrolinx collaborated with local communities to ensure the development reflects the character of the neighbourhood and improves surrounding public spaces. Geoquest supplied the T-Wall precast concrete gravity walls, which provide robust support for active rail operations and form the foundation for the noise barriers. The precast concrete panels incorporate an architectural finish inspired by the local community, so the structure offers a more pleasant sight from nearby parks and community spaces along the corridor.
#makingyourdayeasier #fostergrowth #careforall



NEW INDUSTRIAL WASTE TREATMENT PLANT IN PUDAHUEL



PUDAHUEL - CHILE

Hidronor Chile modernised its industrial waste treatment facilities by building zone 7B to replace zones 6 and 7 which had arrived at the end of their service life. Located in Pudahuel, near Santiago, this project furthered the collaboration with Geoquest, which was already involved in zone 6A. For zone 7B, Geoquest provided engineering work, as well as supplied the materials and technical assistance throughout the project. The chosen solution, GeoTrel, made it possible to build a structure 3.2 m tall over 3,626 m², strengthened with GeoStrap reinforcements and galvanised steel mesh panels. This new infrastructure helped modernise and safeguard industrial waste treatment in the region.
#fostergrowth #careforall

PROTECTING AN ELECTRIC CABLE BY STABILISING THE BANKS OF THE SUNGKAI RIVER



MALAYSIA



In Malaysia, the Sungkai river is eroding its banks in a way that threatens an area operated by the Tenaga Nasional Berhad (TNB), the national electricity supplier, as well as a high voltage pylon. Geoquest put in place two layers of reinforced soil slopes over 300 m. The base was formed with an ArmaStone finish, with a natural mineral layer to stop erosion caused by the current, and an ArmaGreen finish on the upper vegetated part of the slope in order to rebuild and stabilise the structure. The entire structure stood 6 m tall and was built over an active waterway, which meant some of the work had to be adapted to avoid risks working in close proximity with the pylon. Once complete, the work protected the electric infrastructure while also making the banks more solid and green.
#makingyourdayeasier #fostergrowth #careforall

LASTING PROTECTION AGAINST EROSION ALONG THE GANGA RIVER



INDIA



Along the Ganga River, severe erosion is threatening the banks around a bridge abutment, leading to the loss of land, structural damage and risks for the surrounding villages, roads and fields, especially during periods of peak flow. Conventional erosion-control methods such as stone pitching and earthen embankments had proven insufficient against the river's powerful currents. Geoquest deployed TechRevetment, a geosynthetic solution, to provide lasting protection to the area under threat. The fabric-formed mattress filled with concrete on site is flexible yet highly durable so as to stabilise the embankments, prevent erosion and help regulate river flow. Despite the complexities related to underwater installation, tight construction schedules, and demanding monsoon conditions, the solution delivered exceptional structural stability, long-term durability, and enhanced resilience against flooding.
#makingyourdayeasier #fostergrowth #careforall



NEW TAXIWAY AT KATHMANDU AIRPORT



KATHMANDU - NEPAL

At Tribhuvan International Airport near Kathmandu, congested runways were causing delays to take-offs and landings. To resolve this issue, the Civil Aviation Authority of Nepal is building a new taxiway parallel to the existing runway. It involved installing a 25-m tall reinforced earth retaining structure to support the new taxiway and prevent it from collapsing. Our teams also installed special drainage systems to evacuate water and protect the structure. A large section of the wall, around 18,000 m² will be built in this way so the aircraft may take off and land quickly and safely.
#makingyourdayeasier #fostergrowth #careforall



A MASSIVE WALL TO UPGRADE THE GEELONG RAILWAY



AUSTRALIA

In the state of Victoria, the South Geelong to Waurn Ponds Duplication Project falls within Victoria's Big Build programme, a major public investment plan to upgrade transport infrastructure. Nicknamed by local communities the "Great Wall of Grovedale", the wall that spans over 1 km marks this iconic worksite.
As a key partner, Geoquest supplied a massive 13,700 m² of TerraPlus® mechanically stabilised earth retaining walls, including 3,590 prefabricated panels, the vast majority of which boast an architectural finish. Over 235 deliveries and 600 tonnes of reinforcements were required.
The concrete contained 50% recycled materials to reduce the project's carbon footprint. Upon completion, the railway duplication project made it possible to remove two level crossings, improve safety and reliability, as well as deliver better stations. Carried out by the Djilang Alliance (McConnell Dowell and Downer), the project illustrates exemplary planning and logistics.
#makingyourdayeasier #fostergrowth #careforall

AND ALSO...



PERU

BUILDING REINFORCED EARTH WALLS FOR A CRUSHER IN PERU

As part of the project to expand a large copper mine in Peru, Geoquest designed and supplied reinforced earth walls standing up to 40 m tall. Overall, walls spanning more than 5,300 m² were built to support the access ramps to a new crushing unit.



ORLANDO - UNITED STATES

BUILDING SEVERAL RETAINING WALLS IN ORLANDO

Geoquest has built several reinforced earth walls along the road network in Orlando, Florida, for the Florida Department of Transportation (FDOT) and the Central Florida Expressway Authority. In 2025, sections 7A and 8 of the Wekiva Parkway were completed, totalling over 90,000 m² of walls. Other similar projects will follow, bolstering roads and infrastructure.
#makingyourdayeasier
#fostergrowth
#careforall



INDONESIA

SECURING SLOPES WITH A RETAINING WALL

To ensure stability at the Pani Gold mine in Gorontalo, our teams in Indonesia designed and built a reinforced earth wall measuring up to 20 m tall, totalling 2,308 m² of prefabricated panels. It was combined with GeoStrap, geosynthetic reinforcement to stabilise the land. The mines were commissioned during the second half of 2025.
#fostergrowth
#careforall



DURBAN - SOUTH AFRICA

BUILDING RETAINING WALLS ALONG THE NATIONAL ROUTE 3 HIGHWAY IN DURBAN

The teams from Geoquest in South Africa have designed and supplied the reinforced earth walls along the National Route 3 highway between Durban and Pinetown. Of the total 29,584 m², several walls are under construction, while others are already finished. The project was carried out in challenging conditions, including uninterrupted road traffic, heavy rain and limited access. Geoquest provided expertise and technical assistance at all sites.
#makingyourdayeasier
#fostergrowth
#careforall

FREYSSINET

Freyssinet contributes to the construction and repair of structures on five continents through a network of 60 subsidiaries located close to its customers. From engineering to the implementation of technical solutions on site and the manufacture of products, it supports each project with the same principles of excellence, innovation and sustainability. Its hallmark, Sustainable Technology, encompasses an unequalled range of civil engineering expertise enabling the company to build structures using less materials while protecting and maintaining them. This expertise includes post-tensioning systems, cable systems, equipment and maintenance, construction methods, repair solutions, seismic protection and structural strengthening.

FREYSSINET

€899 M
2025 REVENUE

6,054
EMPLOYEES

A NEW LEASE OF LIFE FOR THE VIDYASAGAR SETU BRIDGE



INDIA



Inaugurated in 1992, the Vidyasagar Setu bridge – widely known as the Second Hooghly Bridge – is a stay cable bridge, where the deck over the main span is 457 m, crossing the Hooghly river in West Bengal, India. It links Kolkata on its eastern bank and Howrah on the west. In 2025, the bridge wrote a new chapter in its history. The teams from Freyssinet India and Freyssinet Major Projects have been working on a vast upgrade programme, designed to significantly prolong the service life of the structure. The work included replacing all the stay cables with the most cutting-edge cables, boasting greater fire protection. Other than a few closures, necessary to carry out the most tricky phases, the highly complex operation was carried out in live traffic conditions. The project represented a genuine technical feat, which ensured minimal disruption for users and the public. This major work is scheduled for completion in 2026, opening a new chapter for this critical infrastructure in the Kolkata region.
#careforall #makingyourdayeasier #fostergrowth



A WORLD-FIRST FOR A STAY CABLE RAIL BRIDGE



MEXICO

On 2 February 2026, the "El Insurgente" interurban railway, running between Mexico City and Toluca, was fully opened. Stretching approximately 60 km, the line includes seven stations and carries passengers between the two cities in one hour. With planned capacity of up to 100,000 users/day, this line is of strategic importance as it considerably improves urban mobility by cutting journey times that previously took several hours by bus or car. West of Mexico City, between Station Fe and Vasco de Quiroga, the train crosses the Manantial Conagua stay cable bridge, which spans a sensitive area where the Vasco de Quiroga spring emerges. At 500 m long, the structure was designed to minimise its footprint and preserve the natural flow of the waterway. Freyssinet was actively involved in its construction, supplying and installing the stay cables, the post-tensioning systems and bearing equipment. What makes this structure different is it was built on a bend, making it the first stay cable rail bridge of its kind in the world.
#makingyourdayeasier #careforall #fostergrowth



FREYSSINET BACK ON THE ØRESUND BRIDGE



MALMÖ - SWEDEN
COPENHAGEN - DENMARK

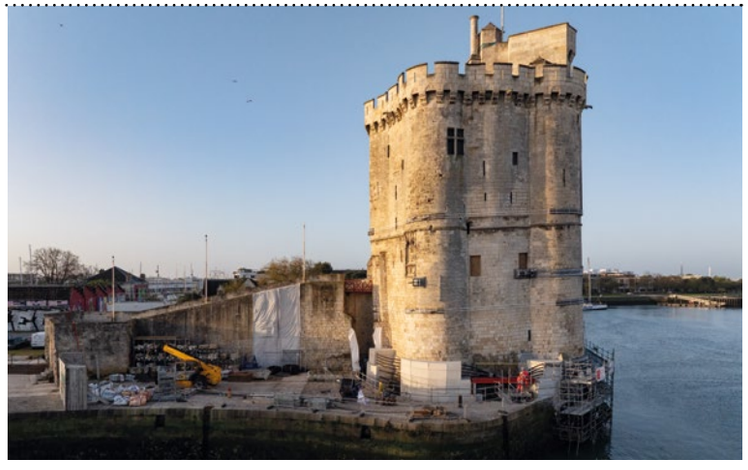
The Øresund bridge is an iconic structure connecting Copenhagen (Denmark) with Malmö (Sweden) over the Øresund strait. It forms part of the Øresund Link development, which consists of a bridge and a manmade island (Peberholm), and an immersed tunnel (Drogden). Inaugurated in 2000 and built by Freyssinet, the bridge injected a considerable boost to the economy in the region as it has helped to significantly expand trade and tourism since it opened. It has also been critical in supporting employment, enabling many people living in Sweden to work in Denmark and vice versa.

In 2025, Freyssinet Polska worked on the structure to bolster the safety of the stay cables and carry out the corrosion protection operations. Now, the Øresund bridge can safely stand the test of time, accommodate denser traffic without risk (7.6 million vehicles in 2024, compared with 2.95 million in 200.) and respond to the major environmental challenges of the 21st century.
#careforall #makingyourdayeasier #fostergrowth

FREYSSINET SUPPORTING THE SAINT-NICOLAS TOWER



LA ROCHELLE – FRANCE



Built at the end of the 14th century, the Saint-Nicolas tower is one of the symbols of the city of La Rochelle. Together with the Chain tower, it was built to protect the city's port. Exposed to a challenging coastal environment, the tower has been subjected to multiple disturbances over the years, meaning regular consolidation work has been required. Despite this work, the tower was closed to the public in July 2024 due to a major risk of collapse. Alongside co-contractors Les Compagnons de Saint Jacques, the teams from Freyssinet France helped stabilise the tower and reinforced the foundations. The company put in place a post-tensioning system to consolidate the structure, including in particular installing pile rings part-way up the tower, as well as rock anchors, and creating a low belt partially immersed in the sea and anchored to the existing quay. The application of cutting-edge engineering solutions at the iconic monument reflects our commitment to combine both innovation and heritage preservation, a major source of pride for our teams!
#careforall

FREYSSINET - FREYSSINET - FREYSSINET -

NUVIA - NUVIA - NUVIA -



DISMANTLING UNIT 2 AT THE PLANT



RINGHALS - SWEDEN

The work to dismantle the Ringhals nuclear power plant in Sweden falls within the national programme to decommission and dismantle nuclear facilities once they reach the end of their service life, led by the operator Vattenfall and overseen by the Swedish Radiation Safety Authority (SSM). Nuvia is responsible for dismantling the electromechanical equipment inside the reactor buildings of units 1 and 2 at the plant. In 2025, the teams from Nuvia, in collaboration with Hebetec, removed three steam generators, each weighing around 300 tonnes. This complex operation involved disconnecting, lifting, tilting and removing the equipment from an opening specially cut in the wall of the reactor building. It formed part of a wider project to dismantle the primary loop, including the pipes and pumps inside the reactor building. The ongoing work reflects Nuvia's commitment to safety, efficiency and environmental responsibility as part of nuclear dismantling projects.
#greenisgreat #careforall

INCREASING STORAGE POOL CONCENTRATION



LA HAGUE - FRANCE



Underwater pools are critical at the Orano site in La Hague, serving to both store and cool spent fuel before it is recycled. Nuvia is working with Orano to replace old storage baskets with new ones, a process that requires the entire system to be fully dismantled and renewed. The project comprises two main components. Firstly, creating a lorry loading/transfer workshop to load the casks onto their transport platforms, as well as designing and commissioning a cutting machine, renovation existing infrastructure and installing a nuclear measurement system approved by Andra (the French National Agency for Radioactive Waste Management). The project also includes an autonomous operational phase to dismantle 940 PWR 1010 baskets over a four-year period.
#greenisgreat #careforall #accesspower



DISMANTLING A MEDICAL FACILITY



BELGIUM

In Belgium, Nuvia was chosen by ONDRAF (the Belgian National Agency for Radioactive Waste and enriched Fissile Material) with Tractebel's support, to dismantle activated concrete structures at the former Best Medical site. After the closure of Best Medical Belgium SA (BMB) in 2012, ONDRAF-NIRAS was tasked with decontaminating and dismantling the site's nuclear installations. Three buildings have since been returned to the National Institute for Radioelements (IRE), while the fourth building (B14), containing two cyclotrons and heavily contaminated zones, is planned to be fully decommissioned by 2031. NUVIA will play a key role in the final decommissioning by cutting the activated concrete structure, consisting of the safe removal of 2,000 tonnes of concrete and steel. Our experienced teams will approach this work sustainably by carefully separating materials and maximising reuse, ensuring that only what is strictly necessary is treated as radioactive waste.
#greenisgreat #careforall #accesspower



CARRYING OUT NEW-BUILD PROJECTS WITH EDF



UNITED KINGDOM

NUVIA has been a strategic supplier to Hinkley Point C since 2024, delivering technical engineering services, works packages, training and more recently passive fire protection, while positioning itself to expand its activities to dosimetry, health physics and radiation monitoring. Following on from these actions, Nuvia won a contract for Sizewell C, where it will help EDF deliver the strategy to replicate the success achieved for HPC. Nuvia is actively working to establish a long-term strategic partnership with EDF by applying the lessons learnt from HPC across all phases of the Sizewell C project.
#greenisgreat #careforall #accesspower

AND ALSO...



PALUEL - FRANCE

UPGRADING C1 PORTALS AT PALUEL

As part of the work to upgrade radiation measurement instruments at the Paluel nuclear power plant, Nuvia has upgraded the C1 portals that detect contamination on skin or clothing as people leave the controlled area. Major technological improvements have been made to these portals. The project involved replacing obsolete components with new parts, upgrading the systems with six scintillator detectors, automatic doors and barriers, while preserving the existing structure. This approach helps improve detection performance and reduce waste without needing to completely replace the entire system.
#greenisgreat
#careforall

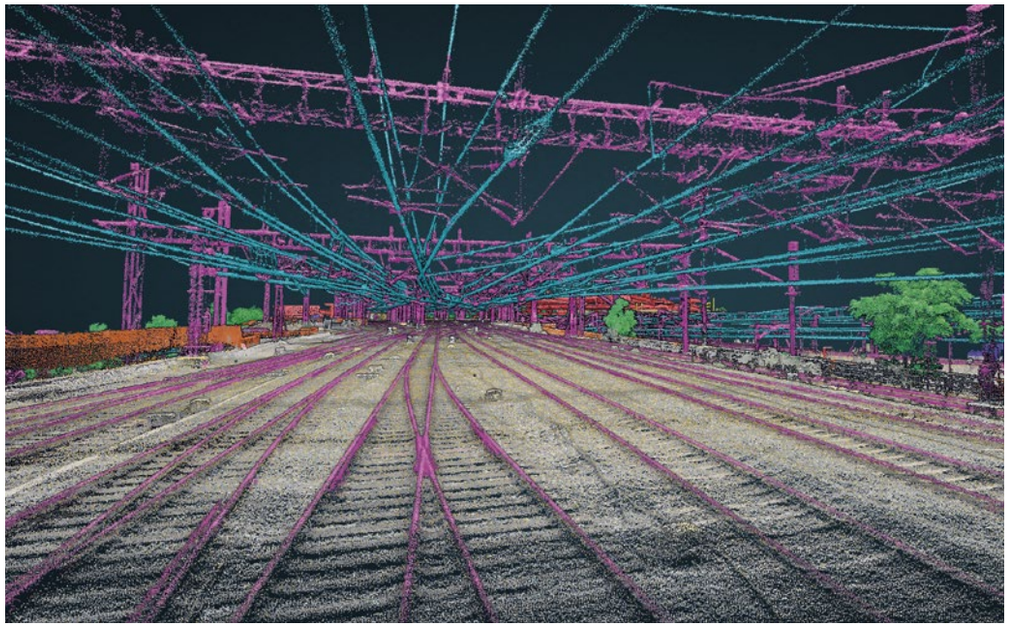
SIXENSE

Sixense supports its customers throughout the life cycle of their facilities. It monitors the condition and behaviour of structures and infrastructure, makes construction and operation safer, and optimises maintenance. Its activities are organised around four areas of expertise: engineering, monitoring, software and process digitalisation, and existing asset digitalisation.

sixense

€122 M
2025 REVENUE

838
EMPLOYEES



SIXENSE HELIMAP MAPS THE ADIF NEETWORK



SPAIN

Sixense Helimap was chosen by Cotesa to perform LiDAR and photogrammetry services along the railway network managed by ADIF, which manages Spain's railway infrastructure. This vast airborne campaign, mapping 12,000 km of railway, sought to improve knowledge of the environment surrounding the tracks and optimise vegetation management near railways. The data acquired served to produce a highly accurate 3D digital twin of the railway and the nearby vegetation. The process offered ADIF a complete and objective view of the state of the vegetation, thereby helping to identify the high-risk areas threatening safety or traffic, prioritise operations and more effectively plan network maintenance over the short- and medium-term.
#makingyourdayeasier #greenisgreat #careforall

SIXENSE - SIXENSE - SIXENSE -

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WORKING TOGETHER TO UPHOLD HUMAN RIGHTS

At Soletanche Freyssinet, we support human rights everywhere we operate. Our responsibility extends from our employees to those of our partners and subcontractors as well as the local communities we serve. We encourage employees to get involved in social outreach and support operations that address the needs of local populations.

In keeping with the attitudes that guide us in everything we do, all employees must remain vigilant and ensure they, the people around them and the people they supervise properly apply the code of conduct.

WORKING TOGETHER TO UPHOLD BUSINESS ETHICS



Bolstering our safety culture
Over recent years, and especially in 2025, the teams from Soletanche Freyssinet have continued their efforts to better report High Potential incidents, which constitute our primary safety performance indicator. We have set ourselves a clear target to fully understand these incidents in order to prevent them from happening again and drive collective progress.

WORKING TOGETHER TO UPHOLD HEALTH AND SAFETY FOR ALL

To achieve this goal, we improved the quality of our safety debriefs, enhanced the analysis of root causes and shared lessons learned more widely across our entities around the world. The high potential incidents recorded remain heavily connected with the use of machinery and lifting operations. To deal with these major risks, we continue our efforts to raise awareness, train and improve our working methods by fully bringing on board our operational teams and managers. This commitment forms one of the pillars of our safety culture.

Sharing best practice also represents a critical proactive indicator. It serves to rapidly spread corrective action and fuel continuous improvement. In 2025, 193 best practice ideas were shared via our in-house BeSafe tool.

The regular presence of our BU Managers on worksites also serves as another key performance driver. These visits reflect the engagement of our management teams, bolstering proximity with teams and nourishing dialogue around safety. In 2025, 6,621 “engagement visits” were made to our worksites throughout the world.

Thanks to the exemplary mobilisation of all our teams, no fatal accidents were recorded in 2025. We will continue this positive momentum and maintain total transparency in the reporting and analysis of High Potential incidents.

“Thumbs Up for Safe Access” campaign

Among the major initiatives implemented throughout the year, a special campaign addressing the risk of collisions between vehicles and pedestrians was launched during the Safety Day(s) under the slogan “Thumbs Up for Safe Access”. The campaign drew upon the analysis of recent incidents and shared best practice to improve safe access and movement around the worksite.

At the same time, a new training module entitled “Learning from Incidents” was developed in collaboration with a sociologist. Designed for HSE managers, operational managers and worksite engineers, the programme seeks to improve the way inquiries are made into incidents, especially regarding the identification of underlying causes and the definition of effective action plans. It also introduced notions from organisational sociology in order to better understand the human and organisational factors that contribute to the occurrence of unwanted incidents.

In 2026, we will take these actions even further, deploying the Mental Health Fresco as part of the wider “Health Under Construction” campaign. This initiative seeks to raise awareness among our teams about the impact of mental health at work, bolster support networks between colleagues and reiterate the critical role the company has to play in supporting people who are struggling.

SAFETY DAY(S): MENTAL HEALTH CENTRAL TO SAFETY

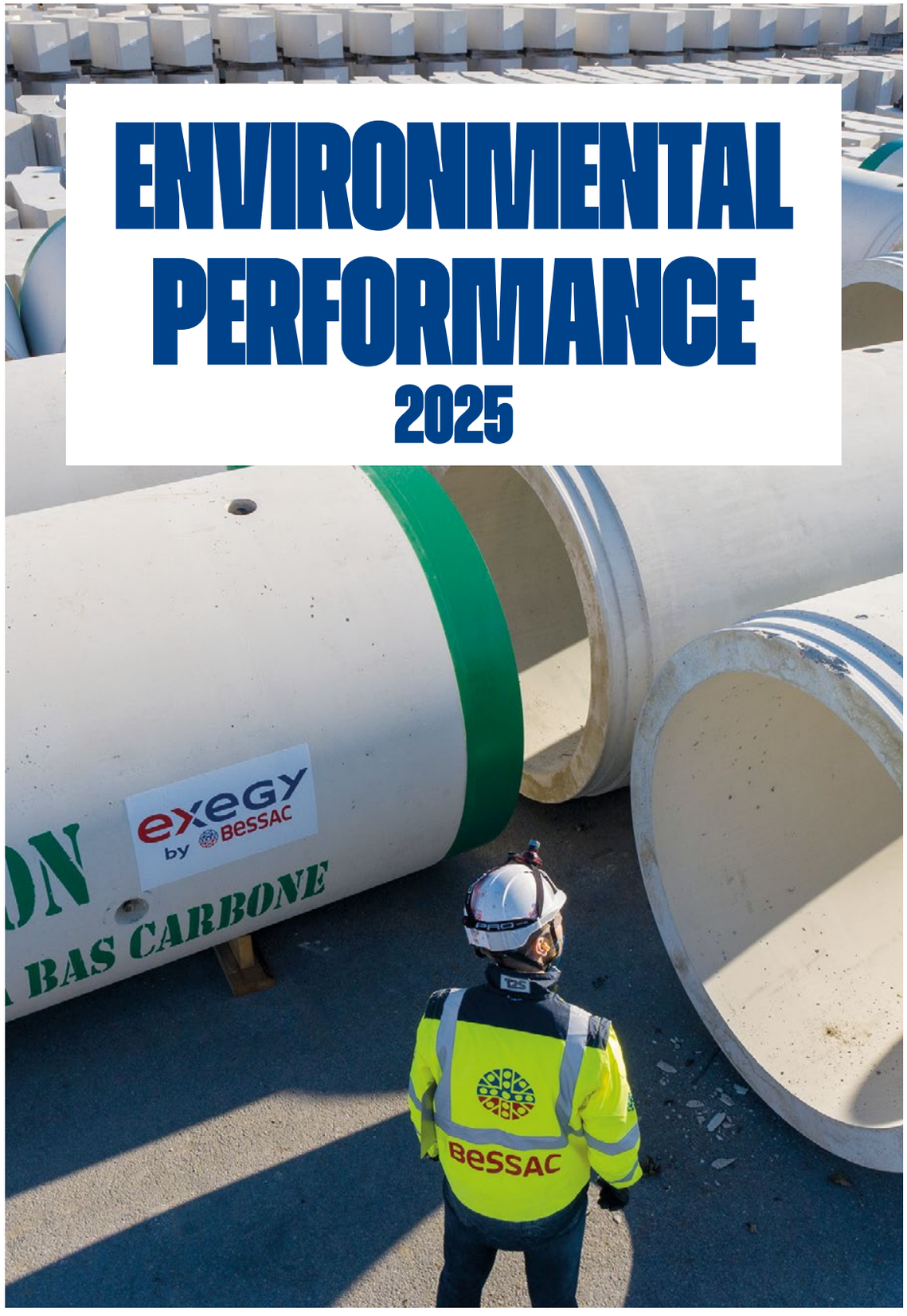
From 19 to 26 May 2025, we organised a new Safety Day(s) event. This new edition focused on an essential topic – mental health and the direct impact it has on safety on worksites and production facilities.

The event involved all teams, creating a special forum in which they could discuss their experience and practices around three fundamental pillars of safety – transparency, exemplarity and dialogue.

The programme included conferences, collaborative workshops and awareness raising simulations adapted to reflect the reality on the ground. The event encouraged the teams to come together and brainstorm the initiatives to put in place to better identify, understand and support people struggling.

By putting mental health front and centre of the conversation, the Safety Day(s) help bolster overall risk prevention, where safety hinges both on the focus on working conditions as well as the wellbeing of those present on our worksites.

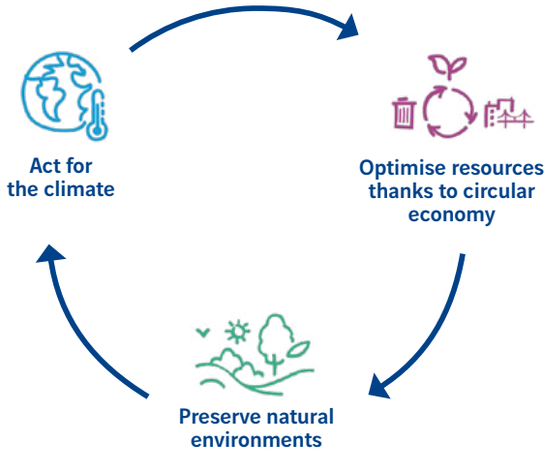




ENVIRONMENTAL PERFORMANCE 2025

At Soletanche Freyssinet, we act for the climate, optimise resources thanks to the circular economy and preserve natural environments. Through the solutions we develop, we are reinventing the way we build to shrink our own environmental footprint. And we are reinventing what we build so that our customers can reduce their impact for the long term.

VINCI Environmental ambition



Soletanche Freyssinet uses different baseline years to VINCI:
* Baseline scopes 1 & 2: 2021, first year was reporting based on high-quality, representative data
* Baseline scope 3: 2022, first year of reporting

↓ 40%
reduction in our direct emissions (scopes 1 & 2)
by 2030 compared to 2018
(absolute value)

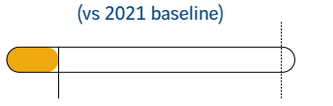
↓ 20%
reduction in our indirect emissions (scope 3)
by 2030 compared to 2019
(absolute value)

90%
low-carbon concrete
by 2030
VINCI Construction target

Each Business Line has taken ownership of these targets through a tailored roadmap

Soletanche Freyssinet 3 key figures

↓ 4%
reduction in scope 1 & 2 emissions
(vs 2021 baseline)



2030 Target: -40%

↓ 35%
reduction in scope 3 emissions
(vs 2022 baseline)



2030 Target: -20%

49%
low-carbon concrete



2030 Target: 90%

Scopes 1 & 2

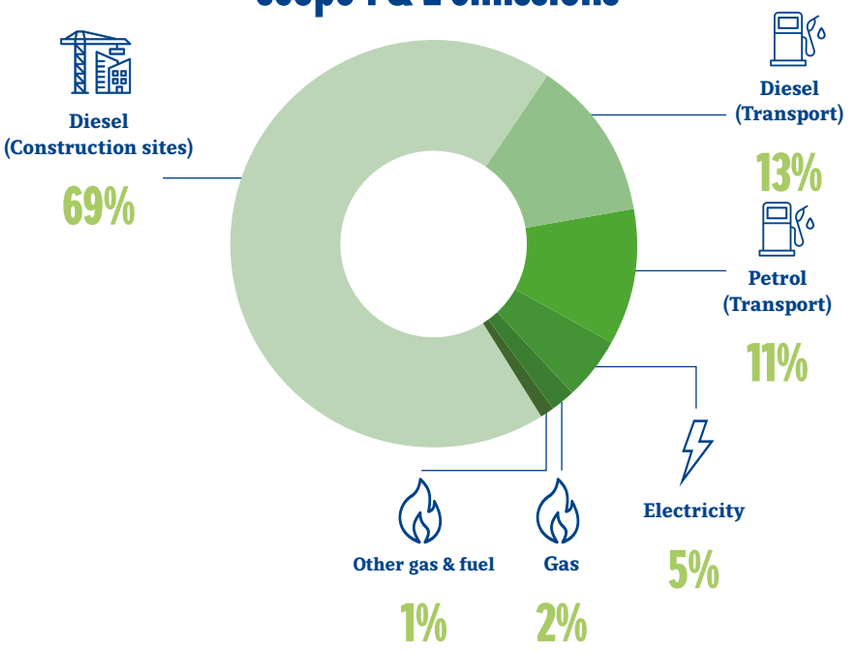
↓ 4%

vs 2021

Total scope 1 & 2 emissions in 2025

183 $KtCO_2e$

Breakdown of our scope 1 & 2 emissions



Biofuel and Renewable Energy

6%

of all diesel consumed is now biofuel, a 13% increase on 2024.

(Biofuels include HVO, E85 and other fuels composed of more than 60% biofuel).

10%

of our electricity comes from renewable sources

(Renewable energy includes electricity generated through green certificates, specific electrcity purchase contracts and electricity generated through our solar panels).

Biofuels include HVO, E85 and other fuels composed of more than 60% biofuel.

Scopes 1 & 2 Reduction Best Practice from 2025



ECO-DRIVING TRAINING

To reduce fuel consumption on our construction sites, Soletanche Bachy and Menard conducted an eco-driving training course in all subsidiaries in 2025 that will be continued in 2026.

HVO AS A TRANSITION ENERGY

In France, Soletanche Freyssinet has a framework agreement with TotalEnergies that guarantees HVO delivery within 24 hours throughout the country. Menard UK has switched to HVO at majority of their sites.



RENEWABLE ENERGY

FPC Italy accounts for 20% of the Freyssinet Group's electricity consumption (kWh). That's why it decided to install solar panels at its Montebello production site in 2025. The rest of their electricity requirements have been covered through a green contract from 2025 onwards, meaning FPC Italy is fully powered by renewable energy.

ELECTRIFICATION OF CONSTRUCTION SITES

- In 2025, as part of the renovation of an office building in Paris, Soletanche Bachy France was called in to deal with gypsum dissolution issues. This construction site stood out as all the equipment used was electrical.
- Roger Bullivant Limited has reached a major milestone by testing UK's first fully electric battery-powered pile driver. The Junttan PMx2e is equipped with a 392 kWh high-voltage battery system.

Scope 3

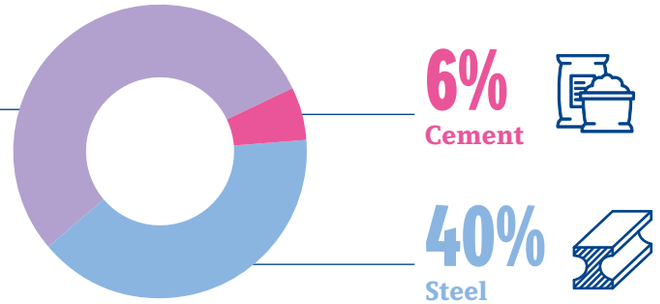
↓ 35%

vs 2022

Total Scope 3 emissions in 2025
(VINCI mandatory indicators only-
Concrete, Cement and Steel)

994 $KtCO_2e$

Breakdown of our scope 3 emissions



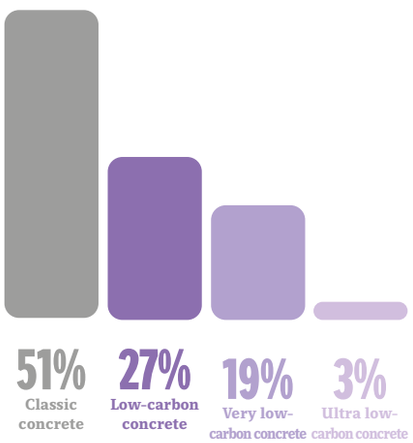
54%
Concrete

6%
Cement

40%
Steel

Low-carbon concrete
at Soletanche Freyssinet

exegy



51% Classic concrete
27% Low-carbon concrete
19% Very low-carbon concrete
3% Ultra low-carbon concrete

49%
of low-carbon concrete in 2025

↓ 17%
Reduction in our total concrete consumption vs 2022

Average emission factor of concrete
at Soletanche Freyssinet

↓ 24%
reduction in average emission factor compared to 2022

237 $KgCO_2e/m^3$
Average emission factor for 2025

Scope 3 Reduction Best Practice from 2025

INTRODUCING LOW-CARBON CONCRETE IN INDIA

In 2025, Menard carried out controlled modulus column (CMC) work for over a year to prepare the ground for a new multi-level storage platform in Maharashtra, India. Their efforts resulted in a major improvement, halving the use of Portland cement.





NEW ULTRA LOW-CARBON MIX

Freyssinet France has achieved a market first with the launch of its new, ultra-low-carbon dry-mix shotcrete formula, 'Exegy by Foreva® Dry-Mix Shotcrete'.

REUSING STEEL

Freyssinet France is recycling the cables from the Pont de Normandie to reuse them on the Tour Saint-Nicolas project in 2025 and in 2026 for the Pont St-Hubert (65 tonnes of strand).





LOWERING CONCRETE'S CARBON FOOTPRINT IN THE USA

The Geoquest teams are working to introduce 'lower' -carbon concrete in the United States, an initiative with the potential to significantly reduce the company's carbon footprint.

Adaptation

Adapting to climate change is a major challenge that goes hand in hand with reducing greenhouse gas emissions. Our activities play a crucial role in addressing this challenge.

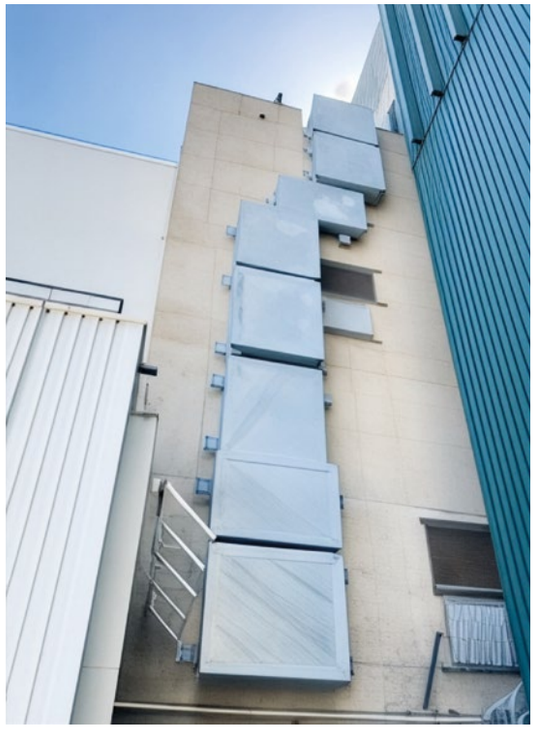
2025 ADAPTATION PROJECTS

SIXENSE RESILSPACE

We anticipate climate risks to strengthen the resilience of communities and transportation systems. Our teams at Resallience are leading the ResilSPACE project, a digital platform dedicated to helping territories adapt to climate-related hazards in order to support territorial resilience.



A DIGITAL PLATFORM ABLE TO PREDICT TRAFFIC DISRUPTIONS CAUSED BY EXTREME WEATHER



NUVIA NUFOAM

Nuvia Structure has developed NuFOAM, which addresses the need to adapt to climate change and, in particular, to extreme weather events such as tornadoes by dissipating their effects through a shock-absorbing mattress system. This new product was installed at numerous nuclear facilities in 2025 as part of the tornado protection projects carried out at EDF nuclear facilities.

Environmental label

DEPLOYMENT OF THE ENVIRONMENTAL LABEL

Since 2025, the #GreenIsGreat label has recognised environmentally responsible construction sites and workshops at Soletanche Bachy. This label includes 96 requirements aligned with VINCI's Environmental Ambition and serves as the single environmental standard for all Soletanche Bachy construction sites and workshops worldwide.



1



2



3

1__ Gold Label awarded on 28 August 2025 to the Viaduc du Var construction site, France.

2__ Gold Label awarded on 21 August 2025 to Roger Bullivant's precast concrete plant, United Kingdom.

3__ Gold Label awarded on 12 November 2025 to the CIMESA workshop, Mexico.

ACKNOWLEDGEMENTS

It is impossible to produce a document like this without the help of a dedicated, motivated team!

We would like to thank everyone involved from Soletanche Freyssinet for their precious input:
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Lorenzo Alessi, Jacqueline Gallo, Juliette Lechard and Ayelen Ottaviani.

A final thanks to everyone who strives day in, day out, to help Soletanche Freyssinet excel throughout the world.

Last but not least, a special mention for Olympe and Zoé who were born this year, congratulations to the parents on the arrival of your little bundles of joy!

soletanche freyssinet.com

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