

2025 CSR REPORT



COLAS

WE OPEN THE WAY



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- P.7** 3 strategic focal points CSR commitments

COMMITMENTS

- P.10** 1. Offering our customers and users solutions that meet the challenges of sustainable development in local communities
- P.16** 2. Rolling out a low-carbon and biodiversity strategy
- P.22** 3. Promoting solutions that support circular economy
- P.28** 4. Reducing the impact of our activities to bolster acceptability
- P.34** 5. Attracting, developing and retaining employees through managerial excellence
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Pierre Vanstoflegatte
Chief Executive Officer

What would you say are the key takeaways of the 2025 fiscal year?

Pierre Vanstoflegatte: 2025 was a challenging year, in an ever more uncertain economic context, marked by geopolitical tensions, supply chain disruptions, and a world increasingly vulnerable to climate change and natural disasters. Nevertheless, the year's results are positive overall, driven by the resilience of our businesses and the dedication of our teams.

What is the CSR situation at Colas in the wake of the backlash over the omnibus bill?

P. G: We are continuing to roll out our CSR policy, embodied by the ACT project: our 8 commitments are the fundamentals of our corporate social responsibility approach. Our main strength lies in our strong local presence and our integrated business model, which gives us complete control over the entire value chain and means we are closely attuned to our customers' needs, particularly in terms of societal issues.

Key figures for 2025

In addition, our capacity for innovation is a key driver in this area, whether in terms of products, processes, or solutions.

How is your ACT project progressing and what are your priorities?

P. G: Our number one priority is safety. Unfortunately, we still had some fatal accidents in 2025. That's why we have launched our 2025-2027 Safety Act, focused on controlling our major risks: machine-pedestrian collisions, working on sites open to traffic, road safety, and lockout-tagout. Our second priority is to reduce the carbon footprint of our businesses and to adapt to climate change. With these objectives in mind, we are developing solutions to help make towns and cities more resilient to the increasingly common phenomenon of urban overheating and to more frequent rainstorms, or to combat land artificialization and loss of diversity. We have also made significant progress in terms of the circular economy, another crucially important area for Colas, having appointed a dedicated manager and identified our development priorities. Finally, we must not forget our ethical standards or our social and societal initiatives, particularly the development of our responsible purchasing policy.

There is a lot of talk about regulatory requirements such as the CSRD and the CS3D. What is the situation at Colas?

P. G: Both these topics are subject to specific and consistent annual monitoring. This covers both our qualitative action plans and our quantified targets, which are audited by an independent third-party organization. And we did not have to deal with any non-compliance situations in 2025. We have even already achieved a high level of

Key figures for 2025

“We are continuing to roll out our CSR policy, embodied by the ACT project: our 8 commitments are the fundamentals of our corporate social responsibility approach”

Pierre Vanstoflegatte

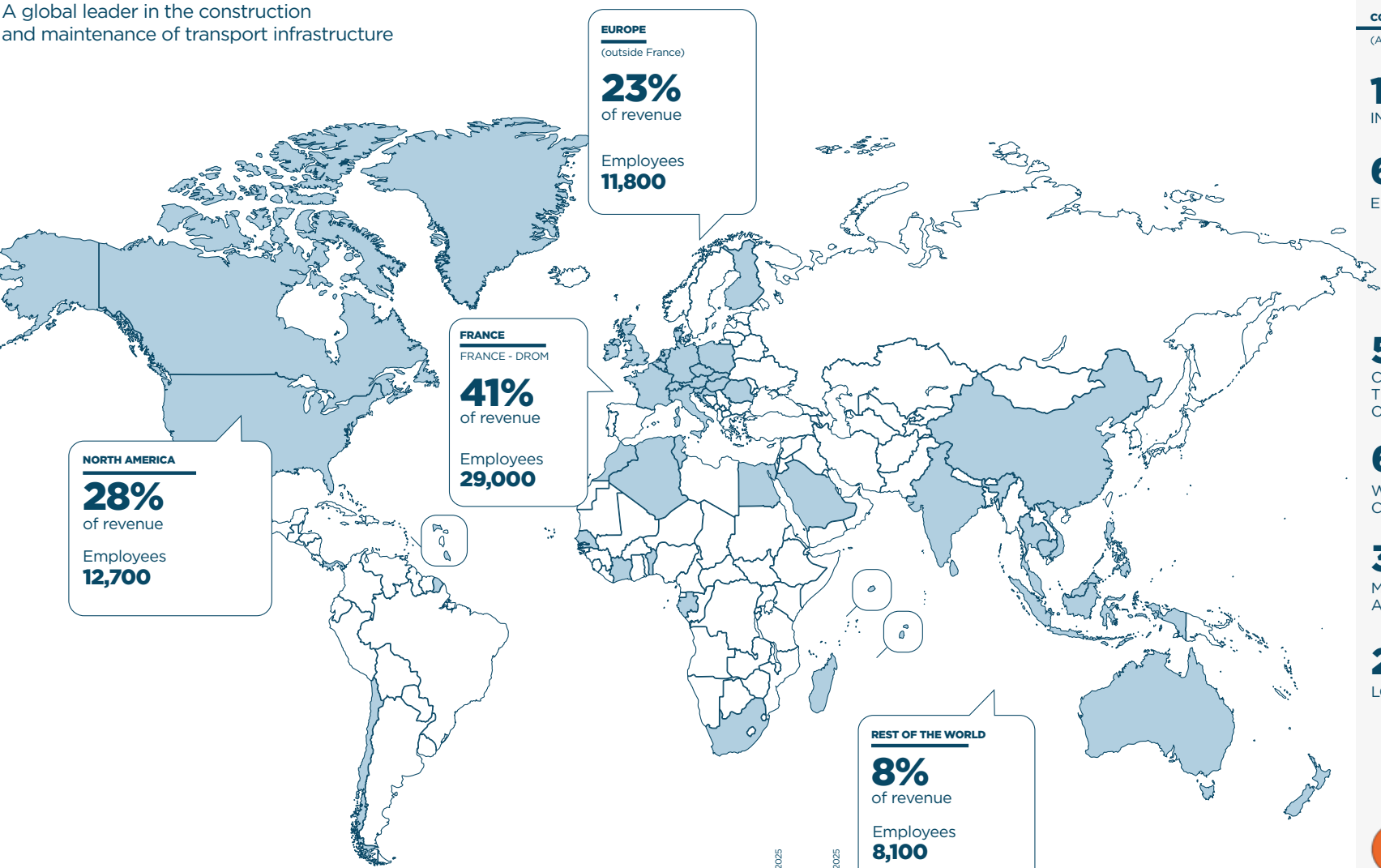
maturity in some countries thanks to the efforts of our CSR facilitators and operational teams. Examples include the creation of ACT steering committees, the growing focus on the circular economy, the increasing emphasis on acceptability, and numerous operational initiatives related to procurement. With respect to due diligence (CS3D), this year has been marked by the roll-out of the Bouygues Group human rights policy, particularly in Canada, France, the USA, and the Middle East.

What is the outlook for 2026?

P. G: Even in a less favorable environment, growth opportunities exist and we need to take advantage of them. The goal is to prepare for the future by optimizing our profitability and continuing to invest in our growth. Against this backdrop, the environmental transition is a pivotal challenge that is driving us to accelerate the development of more sustainable solutions. For example, we are expanding into related fields, such as the circular economy, ecological engineering, and water management.



A global leader in the construction and maintenance of transport infrastructure



CSR 2025

CSR 2025

COLAS

(As of december 31, 2025)

16 Md€
IN REVENUE

62,000
EMPLOYEES

50
COUNTRIES AROUND
THE WORLD
ON 5 CONTINENTS

60,000
WORKSITES
CARRIED OUT IN 2025

3,500
MATERIALS PRODUCTION
AND RECYCLING UNITS

2,000
LOCAL ENTITIES



Colas is a Bouygues Group subsidiary



ROADS

Construction and maintenance of road infrastructure



CONSTRUCTION MATERIALS

Production, distribution, and recycling of construction materials (bitumen and aggregates)



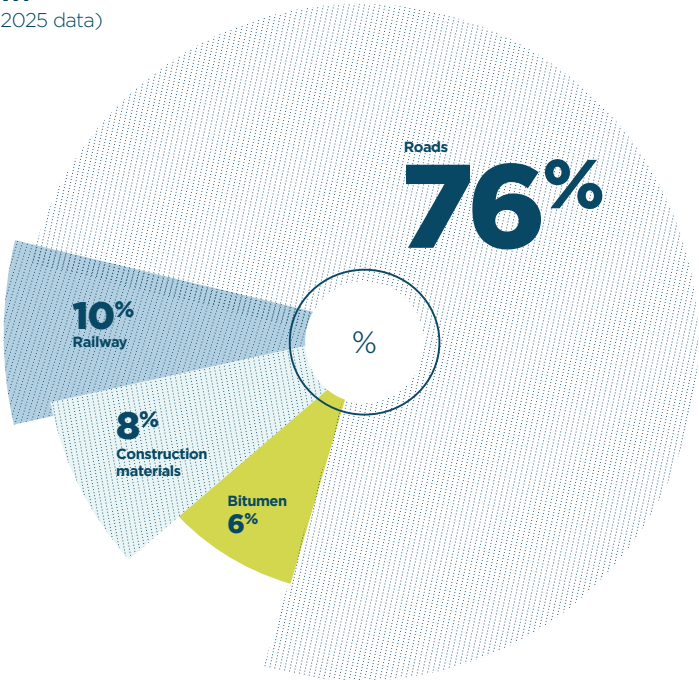
RAILWAYS

Construction and maintenance of railway infrastructure



REVENUE BREAKDOWN

per activity (2025 data)



Key figures for 2025



(As of december 31, 2025)



14
bitumen cargo ships



576
quarries and gravel pits

750
recycling
and cleanfilling units



483
asphalt plants



45,000
registered road construction projects

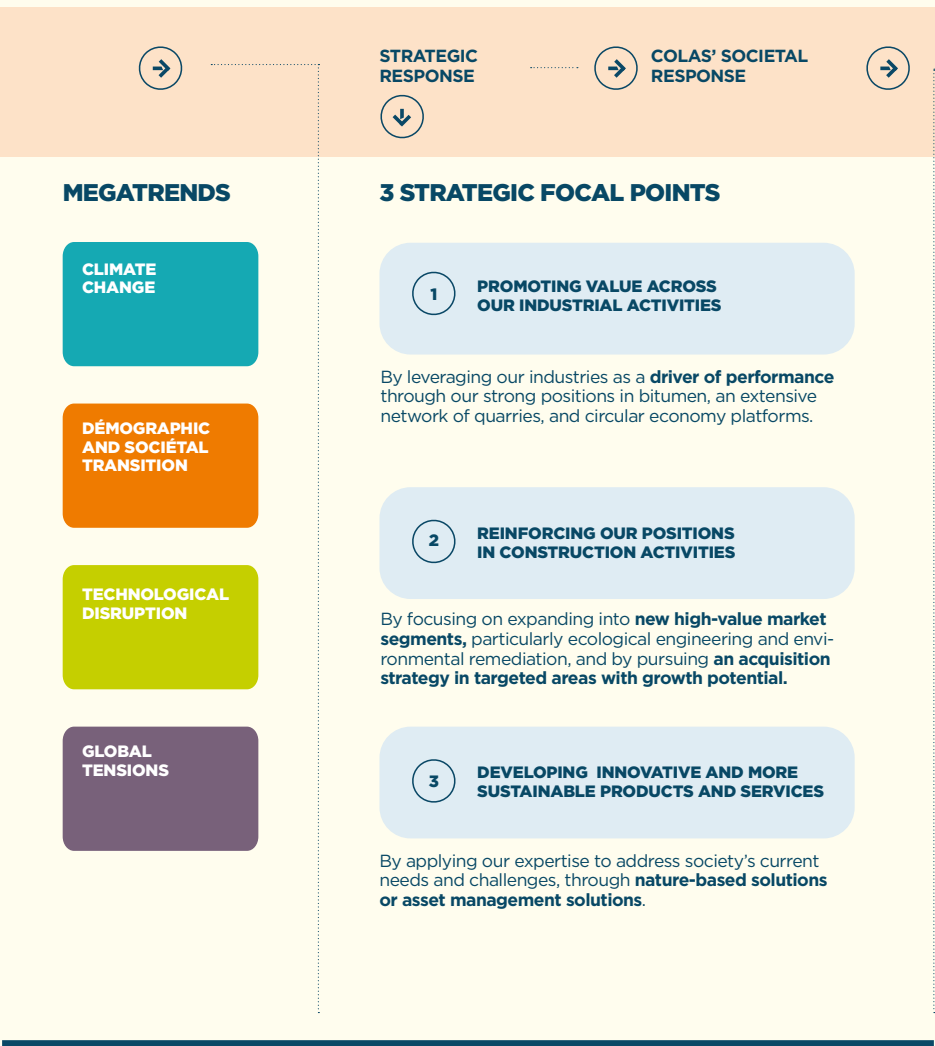
6,000
registered rail construction projects



Key figures for 2025

MEGATRENDS AND STRATEGIC FOCAL POINTS

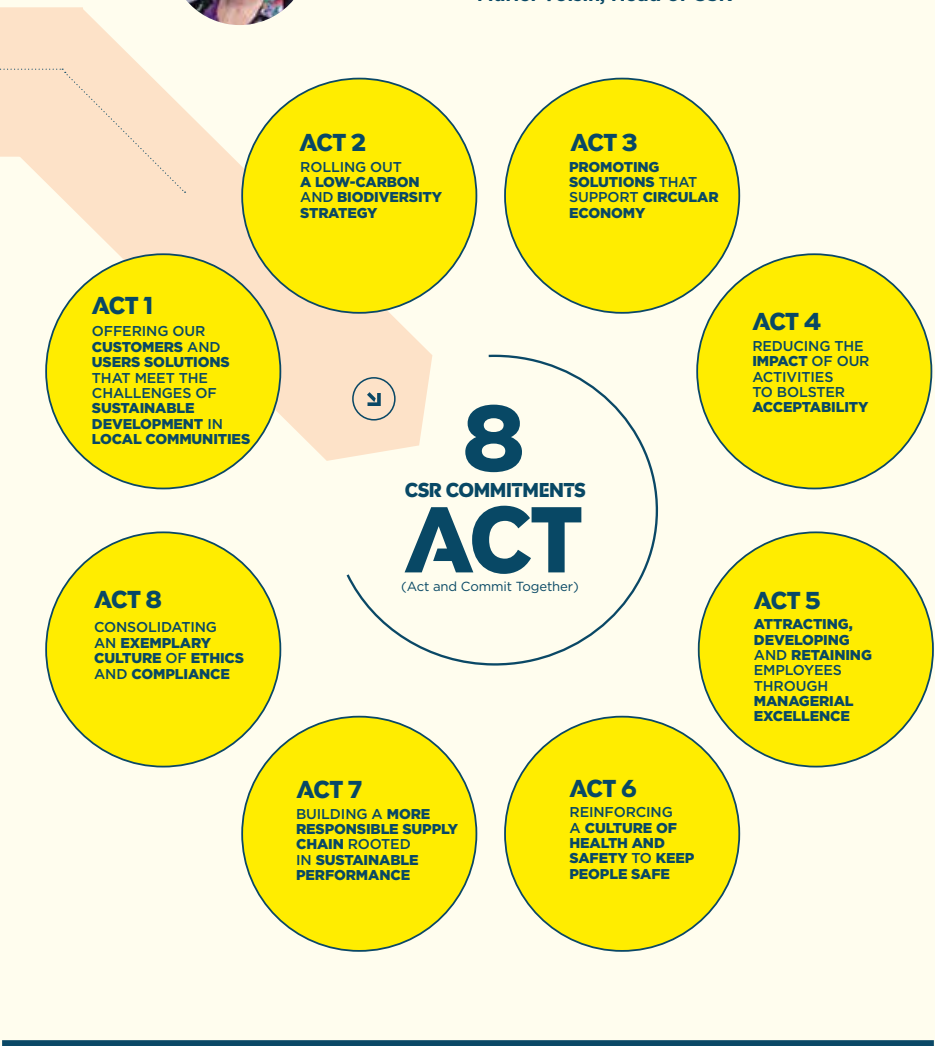
The future is shaped today. In an ever-changing world, long-term trends emerge and shape global developments. Colas is committed to assessing the risks and opportunities these trends present for its business model and adapting its activities to address global priorities and societal expectations.



CSR COMMITMENTS



« The CSR commitments made through the ACT project are integrated into the strategy of our operational business units, as evidenced by the maturity of our CSRD compliance audits. »
Muriel Voisin, Head of CSR





OFFERING OUR CUSTOMERS
AND USERS SOLUTIONS THAT MEET
THE CHALLENGES OF SUSTAINABLE
DEVELOPMENT IN LOCAL
COMMUNITIES



Key figures for 2025



Key figures for 2025



1

Environmental, climate, and societal challenges, as well as changing trends, present both risks and opportunities for Colas. As a result, the Group is developing solutions and services designed to address the challenges of sustainable development. Colas designs, builds, and maintains more sustainable transportation infrastructure and public works projects around the world.



PROMOTING ECO-ALTERNATIVES TO REDUCE THE ENVIRONMENTAL IMPACT

ROUTE RN20, FRANCE

F

or the RN20 national main road resurfacing project between Pamiers and Verniolle, in south-west France, teams applied **VEGEROAD**. The use of this asphalt mix, containing a partly plant-based bituminous binder, coupled with 30% RAP, resulted in a 34% reduction in the carbon footprint of the end product.

Above

730

environmentally friendly alternatives offered via an eco-comparison tool

48,890 tCO₂

avoided thanks to the environmentally friendly alternatives chosen

DID YOU KNOW?

WHAT IS AN "ECO-ALTERNATIVE"?

► It is an alternative solution that generates savings in terms of materials or transportation, lower energy consumption, or lower greenhouse gas emissions.



Key figures for 2025

CSR 2025

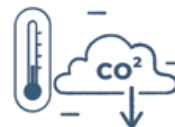
FOCUS ON

VEGECOL

Colas's eco-friendly product, which uses a binder made primarily from plant-based materials as a substitute for asphalt.

REDUCED CARBON FOOTPRINT

-70% vs. standard deactivated concrete



LIGHT-COLORED SURFACING

Helps combat urban heat islands



AESTHETICS

Designed to showcase cultural heritage



Key figures for 2025

CSR 2025

ADAPTING INFRASTRUCTURE TO CLIMATE CHANGE FOR REGIONAL RESILIENCE

URBAN DEVELOPMENT

Measures to combat urban heat islands (light-colored or permeable surfacing, green spaces and landscaping)



ECOLOGICAL ENGINEERING

Reconstruction or maintenance of natural spaces and restoration of degraded habitats



RENEWABLE ENERGIES

Access roads, platforms, networks, rainwater management, and fire defense for renewable energy projects (wind, shades, solar farms, methanization, and battery energy storage systems).





BUILDING AND PROPOSING SOLUTIONS FOR OUR CUSTOMERS

AI AND COLAS EXPERTISE DEPLOYED TO OPTIMIZE ROAD MAINTENANCE

AI and Colas expertise help make road maintenance more efficient in a context of decarbonization and optimized infrastructure management. Thanks to detailed surveys conducted by its specialist subsidiaries - Aximum and Ertec in France, DESTIA in Finland - using advanced technologies like LCMS and LIDAR, Colas provides reliable and comprehensive information on the condition of road surfaces. This expertise is reinforced by AI developed by Colas and integrated into INFRACARE, an online platform that helps general contractors prioritize, schedule, and optimize their maintenance activities, for more efficient, sustainable networks.

SUPPORTING THE USE OF SOLUTIONS WITH A LOWER CARBON FOOTPRINT



Completed at the end of 2025, the Jarry port extension project, in Guadeloupe, involved the rehabilitation of the container storage zones in order to accommodate ten electric gantry cranes, thereby optimizing freight flows.



COLAS ACTIVE SEALING: CONTRIBUTING TO DECARBONIZATION BY EXTENDING THE LIFESPAN OF PAVEMENTS

3 questions to Henrik Staer,
Head of Colas Active Sealing, Colas Danmark



How does Colas Active Sealing work?

The Colas Active Sealing (CAS) process is specifically designed to give a new lease of life to aging, damaged asphalt mixes. By applying a regenerating emulsion followed by controlled sandblasting, it seals the surface, fills microcracks, and restores the waterproofing properties of wearing courses.

What are the benefits for the environment and customers?

From an environmental perspective, CAS reduces the need for frequent replacement of wearing courses or major resurfacing projects, thereby lowering CO₂ emissions and decreasing the consumption of resources such as asphalt and aggregates. For customers, this translates to lower costs over the entire lifecycle, shorter maintenance interventions and less traffic disruption. At the same time, pavement properties are restored, improving safety and service. So, the product helps meet the objectives of sustainability and cost-effective maintenance.

What are the next steps?

The next steps for our team aim to accelerate the roll-out of CAS across Europe by launching pilot and commercial projects focused on major strategic roads, airports, and test tracks. We're going to reinforce our local presence and commercial drive through the collaborative "One Colas" approach. On the operational side, our focus is on recruitment, upskilling our teams, and increasing our equipment capacity. We have a clear ambition: to make Colas Active Sealing the benchmark sustainable solution for preventive road maintenance throughout Europe.



Key figures for 2025

IN PRACTICE



Urbalith, Croatia

This is the first project outside France for this light-colored surfacing solution used on the path around Varaždin Castle. **Urbalith** is permeable and facilitates better water cycle management.



Key figures for 2025



Ecological connectivity, Colaska, USA

The Bridget Cove Creek culvert replacement project has restored ecological connectivity and the natural movement of fish. The water course has been realigned to improve its ecological functions. The affected river banks have been restored using native plants.



Courchevel altiport, France

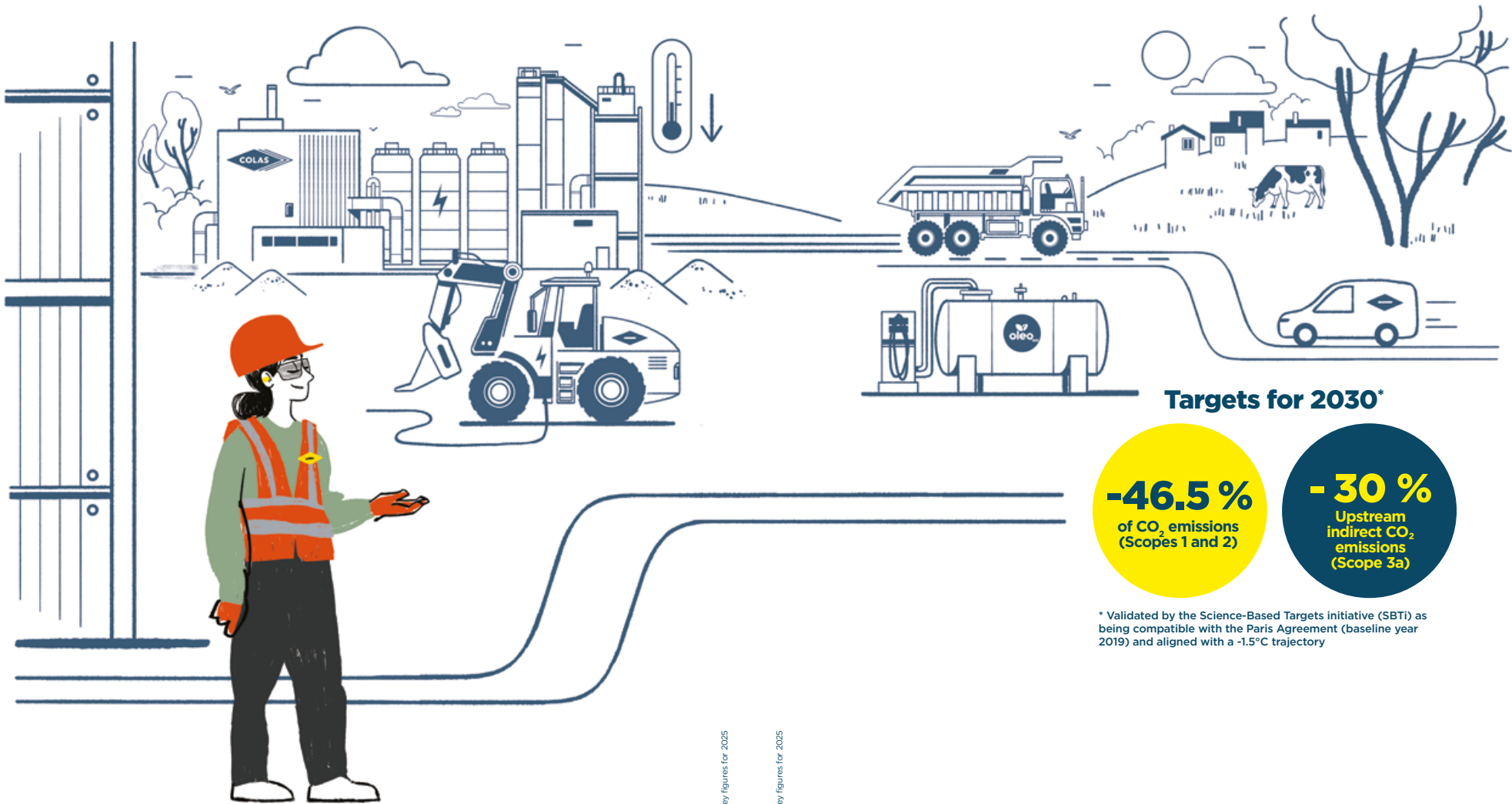
The **RECYCOL** in-situ recycling solution was used for resurfacing work at the altiport, which is located at an altitude of more than 2,000 meters and has the steepest sloping runway of any airport in the world.



THE COLAS SOLUTIONS



ROLLING OUT A LOW-CARBON AND BIODIVERSITY STRATEGY



Key figures for 2025

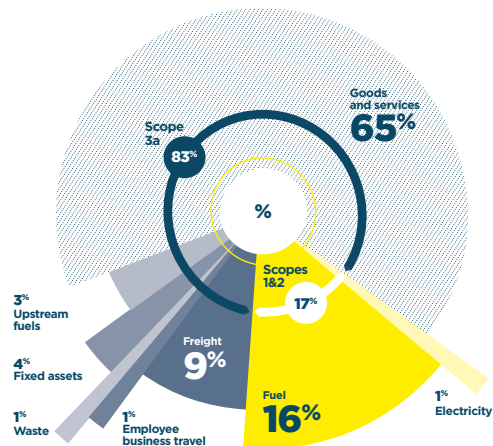
Key figures for 2025



2

In response to the climate emergency and biodiversity challenges, Colas has implemented a low-carbon and biodiversity roadmap with an ambitious goal of reducing its greenhouse gas emissions.

CARBON FOOTPRINT 8.9 Mt CO₂*

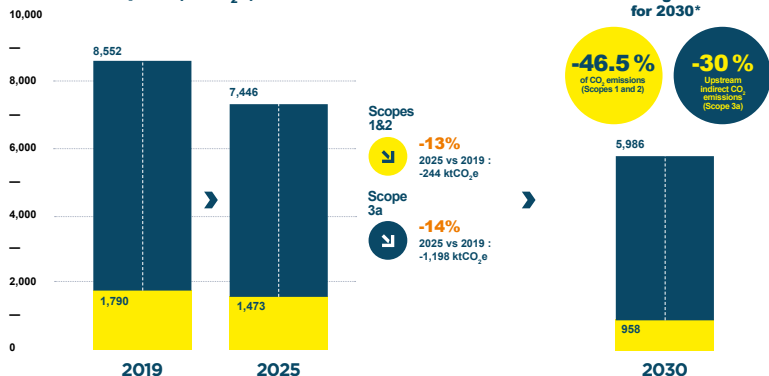


* In accordance with the methodology set out in the GHG Protocol using reporting on physical flows linked to energy consumption for Scopes 1 and 2 and using physical flows and spend from financial systems for Scope 3a.



CARBON TRAJECTORY SINCE 2019

Carbon footprint (ktCO₂e)



Key figures for 2025

DECARBONIZATION LEVERS

Scopes
1&2

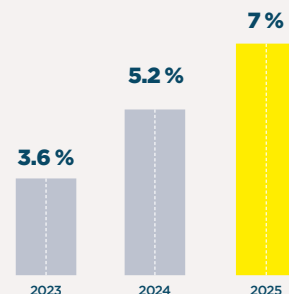
BIOFUELS



Colas' heavy vehicle fleet increased its use of biofuels (B100 and HVO) to **19 million liters**, up 18% compared to 2024.

Biofuels

(as % of total fuel used by fleet)



Key figures for 2025

ELECTRIC MACHINES

Colas is seeking long-term partnerships with machinery manufacturers, who have an important role to play in helping the group achieve its carbon footprint reduction goals. For example, teams at the Héming asphalt plant and the Moselle-Est works site are testing an all-electric loader. Used to load aggregates and materials for screening, this loader is being assessed on the basis of its autonomy, maneuverability, and performance.



DID YOU KNOW?

BIOFUELS IN THE RAIL SECTOR

The British railway network is largely unelectrified and heavily reliant on diesel. To reduce its carbon footprint, Colas Rail UK has adapted 25% of its heavy machines and 12% of its locomotives to run on hydrotreated vegetable oil.





DECARBONIZATION LEVERS

ASPHALT RECYCLING

As the primary driver of decarbonization in asphalt mixes, the use of RAP in Colas's production processes helps conserve resources and reduce GHG emissions.

19%

reclaimed asphalt pavement used in asphalt mix



which is about

132,000 tCO₂eq

saved



DID YOU KNOW?



WHAT IS "RAP"?

► Milled materials, containing approximately 5% bitumen, can be recovered during roadwork operations. This can be turned into recycled asphalt pavement (RAP) using a variety of methods to be reused in other road projects.

Scope 3a

REDUCTION OF MANUFACTURING TEMPERATURES



Facility upgrade

In French Guiana (Cayenne) and Reunion Island (Le Port), the asphalt plants have been upgraded so that Colas products can be manufactured at a lower temperature: **Easycold**. The first tons were produced at the sites in 2025 and used to build trial sections.

BELGIUM: PLANTS WITH UP TO 37% RAP

In Belgium, five double-drum asphalt plants enable an even higher RAP content in the mix. In 2025, these five facilities achieved an average RAP content of 29.2%, with the Wijnegem plant even producing mixes containing up to 37%.



Key figures for 2025

CSR 2025



Application During Construction

The RD1124 construction project, carried out in 2025 by teams from the Gers branch, involved the use of 11,000 tons of low-temperature asphalt mix.

BIODIVERSITY MAP OF ZONES OF ECOLOGICAL INTEREST

In 2025, Colas mapped its sites located close to zones of ecological interest according to the WWF's BRF (Biodiversity Risk Filter) classification. The aim is to implement a program of actions to promote biodiversity at these priority sites (assessments by an ecologist, conservation efforts for a significant species, etc.).



Key figures for 2025

FOCUS ON

The decarbonization of rail projects example of the Lille - Roubaix tramway

Colas Rail and Colas TNE joined forces to renew 7 km of track in Lille, with two major levers

The use of rails with a lower carbon footprint, representing a saving of 370 tCO₂e compared to standard rails

The delivery of 12,500 sleepers by river transportation, representing a saving of 17 tCO₂e compared to road transportation

These initiatives resulted in a 30% reduction in the project's total carbon footprint





PROMOTING SOLUTIONS THAT SUPPORT THE CIRCULAR ECONOMY



Key figures for 2025

Key figures for 2025

3

Reusing, repairing and recycling are part of Colas' DNA. Colas recovers and recycles waste and materials from deconstruction at its own recycling and recovery facilities and on its infrastructure worksites. By leveraging its network of recovery platforms and offering solutions to recycle materials, repurpose them, or extend the lifespan of infrastructures, Colas provides its clients with circular economy solutions.

AN ORGANIZATION DESIGNED TO SUPPORT THE GOAL OF DEVELOPING CIRCULAR SOLUTIONS

- **The Circular Economy Department** brings together a community of experts, promotes the sharing of best practices, and ensures the consistency of actions across the Group.

- **At the Core Center and across the regions where we operate,** research and development teams provide their expertise to develop new products and processes supporting our projects and customers.



Each geographic zone has strengthened its organizational structure to make the recycling of waste from construction and demolition activities a shared priority, and to coordinate actions across all our subsidiaries.

CSR 2025

Key figures for 2025

CSR 2025

THE CIRCULAR ECONOMY : FIGURES AND EXAMPLES

12.1
million tons
of recycled
materials*

* Sum of aggregates recycled (by screening, crushing or other processing) and amount of reclaimed asphalt pavement used



Renovation of runway 1 at Roissy - Charles de Gaulle airport

A veritable technical, environmental and human challenge, this extraordinary project halved CO₂ emissions, with 259,000 tons of recycled materials, 76% of which were reused on site thanks to a dedicated platform.



Key figures for 2025

3.53
millions of
square meters
Total surface
of road recycled
in place*

* bituminous and hydraulic-based binders

FOCUS
ON



In-situ pavement recycling in Canada

As part of its commitment to promoting circular economy solutions, Miller rehabilitated 20,000 m² of pavement on Kent Street — a major road in the city of Kawartha Lakes — using the in-situ emulsion recycling technique. As well as conserving resources, this approach significantly reduced truck traffic, construction-related emissions, and disruption for local residents.



CORPORATE SOCIAL RESPONSIBILITY

CORPORATE SOCIAL RESPONSIBILITY



THE CIRCULAR ECONOMY AT THE HEART OF OUR COMPLETED AND ONGOING PROJECTS

AN INCREASINGLY EXTENSIVE AND STRUCTURED RECYCLING NETWORK

The Group's expanded regional network enables it to provide customers with increasingly localized recycling facilities, allowing them to drop off their waste and purchase recycled materials.

750

recycling facilities worldwide and at our infrastructure sites



FOCUS ON

A new solution for our landscaping and land development customers

CONTAMINATED SOIL RECYCLING AND TREATMENT



TERZÉO (TERSEN, ILE-DE-FRANCE-NORMANDY AREA) ■ ■

TERZÉO, France's first fully integrated site dedicated to sand and gravel recycling through contaminated soil, sludge and stone washing. Since opening in the second quarter of 2025, the facility has recycled more than 70% of the material volumes received, producing 32,700 tons of aggregates, with a production target of more than 65,000 tons of sand and gravel for 2026.



ECOSOL Fertile is a reconstituted, screened, fertile substrate enriched with plant-based compost made from inert excavated soil sourced from local construction sites.

In 2025, 20,000 m³ of **ECOSOL Fertile** were used for the redevelopment of Cachin urban park, in Saint-Denis, France.

Key figures for 2025

IN PRACTICE



Reuse of concrete slabs, Switzerland, Switzerland

In Switzerland, Piasio HTP took on the challenge of reusing concrete taken from an existing road structure with minimal processing. After carefully planing the asphalt and then bush-hammering the concrete, the slabs were cut up. Transported less than 15 km, they were then used for the construction of 2,500 m² of new pavement surface on 2 projects on the outskirts of Geneva.



Valorcol, Saudi Arabia

Colas Arabia completed a pilot project using the Valorcol solution - which enables the use of up to 100% RAP - on a 1-km section of road carrying little traffic in Al-Ula. This first **Valorcol** project in the Middle East confirmed its suitability as an effective and practical solution to rehabilitate low-traffic roads in similar environments.



Steel slag recycling, Reeves-Delta, USA

Delta has begun using treated steel slag to replace up to 20% of the aggregates at two asphalt mix production sites. The use of slag, made up of waste materials from local steel plants, helps conserve natural aggregate resources. In 2025, Delta used 11,300 tons of steel slag, taking the total amount to date to 225,400 tons.



Key figures for 2025



REDUCING THE IMPACT
OF OUR ACTIVITIES TO BOLSTER
ACCEPTABILITY



Key figures for 2025

Key figures for 2025

4

Our activities are deeply rooted in local communities, and their acceptance is essential to ensuring their continuity, especially as environmental concerns become increasingly important. Our internal network of over 70 environmental experts supports operational teams in implementing concrete actions to reduce their environmental impact and works to strengthen the acceptance of our activities.

REDUCING THE IMPACTS OF OUR CONSTRUCTION SITES



On job sites in rural areas, we prevent the spread of invasive alien species by:

- training employees to identify species
- marking the areas to avoid moving earth that is affected
- using treatments where they are available



On worksites in rural areas, we avoid the spread of invasive species by:

- adjusting the schedules of noisy operations
- using treatments where they are available

Key figures for 2025

REDUCING THE IMPACT OF OUR FACILITIES

At our quarries, Colas implements solutions to reduce airborne dust, such as spraying haul routes with water and using dust-free truck-loading systems



To limit odors at asphalt mixing plants, Colas installs treatment systems fitted with active carbon filters



To conserve water resources, Colas uses rainwater or recycled water in the production process at our ready-mix concrete plants



Key figures for 2025

COMMUNICATION TOOLS

C Colas has developed digital tools for communicating information (project stages, road closures and diversions) to local residents and road users and offering them opportunities to ask questions and report potential issues, such as a planned house move. In France and in Canada, the **Hello Travaux** mobile application enables real-time communication with residents affected by nearby worksites.



THE ENVIRONMENTAL PERFORMANCE OF OUR FACILITIES

C Colas' internal environmental management system, **ECHO**, which is in place at all Colas sites, uses indicators such as biodiversity and waste and water management to help identify environmental priorities. It also aids the Group in taking specific action to improve environmental performance.

82%

compliance with
Colas' Environment
standards



FOCUS
ON

Environment, Colas Switzerland

Creation of environmental standards applicable to all construction sites in Switzerland.



COLAS: A KEY PLAYER IN REGIONAL RECONSTRUCTION



MAYOTTE AFTER TROPICAL CYCLONE CHIDO

In the wake of tropical cyclone Chido, which struck Mayotte with unprecedented force, Colas Mayotte launched a skills-sharing patronage initiative to help rebuild Younoussa Bamana High School, in Mamoudzou. This historic school on the island, which has more than 2,500 students, was badly damaged by the natural disaster. Colas Mayotte's teams are working to rebuild the first floor of three school buildings, thereby enabling the reopening of administrative offices and staff rooms. Work began in July 2025 and is scheduled for completion in mid-2026.

Key figures for 2025

REHABILITATION WORK IN THE WAKE OF THE EATON FIRE, USA

In January 2025, the Eaton fire destroyed more than 5,600 hectares of land in the San Gabriel mountains, devastating parts of Los Angeles County. Sully-Miller played an active role in the emergency response efforts, providing essential support for clean-up and rehabilitation operations, including the removal of scrap metal, contaminated soil, debris, and ash. As part of its commitment to help rebuild, the company planted a rosebush for every property restored. These blooming rosebushes not only honor the memory of what was lost, but also celebrate the strength and unity of the community. 32 owners opted to take part in the rose planting program.



IN PRACTICE



Key figures for 2025

Open days at our Holubice site, Czech Republic
Together with the local municipality, the Holubice site organized an open day event for elementary school pupils and local residents wishing to attend. Visitors were able to discover how asphalt mixes are made and what they are used for.

Site café, Forbach, France,

During rue Bellevue road resurfacing project in Forbach, northeastern France, teams from the Moselle Est profit center invited local residents and business owners to join them for coffee and pastries. The objective? To talk about the progress of this "low-impact" construction project, listen to their concerns and answer their questions.





ATTRACTING, DEVELOPING AND RETAINING EMPLOYEES THROUGH MANAGERIAL EXCELLENCE



Key figures for 2025

Key figures for 2025

5

One of the challenges in terms of Colas' social responsibility is to attract and recruit the talents of tomorrow.

To do this, the Group provides working conditions that ensure their health, safety and well-being, while promoting diversity, fairness, inclusion, employability and career growth.

Graduate Program: developing tomorrow's talents

The Colas Graduate Program is designed to prepare the Group's next generation of leaders. Lasting between 16 and 24 months, depending on the Business Units (BU), the program is divided into several stages. Participants explore different roles, work on a variety of projects, and discover the breadth of Colas' expertise through hands-on experience in the field.



DOHA HAJBOUNE
EMEA Graduate Program, GTR, Morocco



When did you join Colas and what are you working on at the moment?

I joined GTR, Colas' Moroccan subsidiary, in September 2025 through the EMEA Graduate Program, which includes a six-month placement in Agadir. The project I'm working on involves rebuilding 48 km of highway in both directions for a major customer with a reputation for exacting standards and whose satisfaction is vital. Safety is another priority since the highway is remaining open to traffic throughout the work. It's a great learning experience. I feel understood and at home here in Agadir. I'd like to thank all of the teams for their warm welcome and support.

What is the next stage in your program?

In April I'm heading to Coventry, in England, a country where I don't know anyone, for a full year. There, I'm going to discover a very different way of doing things. Then, for the third and last stage of my program, I will go to yet another country in the EMEA region for 6 months.

Key figures for 2025

CSR 2025

CSR 2025

Has the idea of getting international experience always appealed to you?

It's always been something I wanted to do. I'd originally planned to go abroad during my studies but in the end, it was Colas that gave me the opportunity. I think it's a real advantage to experience different things, especially early in your career, and to embrace a bit of adventure. Stepping out of my family environment gives me the freedom to be independent and self-reliant.



ADÈLE GUEROT
Graduate Program France - materials



Can you tell me about your background and what stage you are at in your program?

I started at Colas in 2024, as an intern in Corsica. It was there that I heard about the program, which consists of 4 stages, each lasting 4 months, in different regions of France. My first stage was based at the Saint-Porchaire quarry, in western France. I then went to the South-East regional head office, before moving on to Tersen - Cosson, to work at a recycling platform in

Key figures for 2025

the Ile-de-France region. Now back in Corsica, I'm working on aspects connected to real-estate.

How have you benefited from the program?

It's a good stepping-stone between school and the world of work because you receive ongoing support while at the same time getting hands-on experience. In just a few months, I've gained self-confidence and met some interesting people. I've also become more adaptable. There is just one weekend between each of the 4 stages, but everything changes: new team, new role, new town.

What would you say to other young people thinking about joining the program?

Don't be afraid to ask questions. Sometimes, when you're working with people who have been doing the job for years, you don't dare speak up. But I soon realized that these people are often passionate individuals who want just one thing: to talk about their work and share their knowledge.

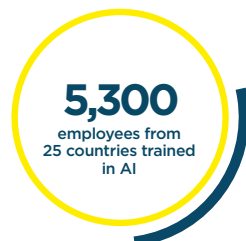


KEY FIGURES

ATTRACT THE TALENTS

More than
4 900
new hires
on permanent
contracts

20,7 %
of women hired
for operational roles*
* excluding the U.S.



COLAS, A LEADERSHIP SCHOOL

Uni Connection, Uni Evolution, Uni Transformation



Investing in the development of our teams is central to our HR strategy and policy. The UNI programs represent a cornerstone of our talent development process.

In a constantly changing world facing multiple challenges — environmental, technical, geopolitical, and social — it is essential that our programs equip our leaders to meet existing and future needs. Aligning UNI's content with the Group's strategy and values enables us to address the key challenges in the development of our teams, i.e.:

- collaboration
- leadership
- strategic thinking
- transformation support

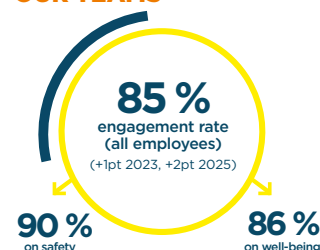
AN EXAMPLE OF AN INTEGRATION INITIATIVE: THE INCLUSIVE CENTER FOR SHARED MISSIONS (CIMP), COLAS RAIL



The purpose of this innovative initiative is to promote the long-term employment of people living with mental health conditions, offering them a welcoming and inclusive working environment where they can gain experience. It was opened on October 7, 2025 at the Colas Rail head office. So far, five employees have joined the CIMP, where their responsibilities include administrative tasks essential to Colas Rail's HR and operational functions.

Key figures for 2025

A LONG-STANDING COMMITMENT FROM OUR TEAMS



According to the latest Dialogue survey, conducted in 2025, in which 81% of employees participated.

NON-LINEAR CAREER PATHS

Aurélié Pintat
Project manager, Colas Rail

What made you want to move into a different area?

I spent 14 years as a quality, safety and environment (QSE) manager, including 5 years with Colas Rail. When I felt like I needed a change, I mentioned it to my supervisor at the time, who immediately supported my decision to switch to an operational role.

What advice would you give to someone considering a change in direction?

The job I'm doing today has nothing to do with my academic qualifications. When you want something and/or something makes you happy, you should just go for it, as long as you have the right support in place. From my point of view, it has been challenging at times, particularly on the business side which doesn't come easily to me. I've received a lot of support from all my colleagues, including those in the field.



Key figures for 2025

THE LOSANGE D'OR SKILLED WORKERS GUILD

Created by Colas in 1993, the Losanges d'Or skilled workers guild singles out the Group's best employees for the way they set an example, their professionalism, and their spirit.

A word from Patrick Beaulieu,
Guild Vice-President for Canada

« I joined Colas in 2001 and was made a Losange d'Or guild member in 2012. It was a fine endorsement. It makes me proud of my work and encourages me to give my all every day. I took on the role of vice president because there's more to being a Losange d'Or member than simply being grateful for the recognition. It's important that guild members help promote the company's values and share their knowledge. It's an honor to be able to travel around the world and share my experience. Over the years, a sense of camaraderie has developed within the guild. We look forward to seeing each other, talking about our working methods, and discussing issues such as health and safety. In terms of a particular project that stands out in my mind, I'd say the Highway 85 project in Quebec. It was launched in 2007 and is due for completion in 2027. I'm extremely proud to be playing a part in it. **»**





REINFORCING A CULTURE OF HEALTH AND SAFETY TO KEEP PEOPLE SAFE



Key figures for 2025

Key figures for 2025

6

The health and safety of employees is a priority for Colas. The Group aims to strengthen a global culture of prevention by ensuring safe working conditions for everyone: employees, partners, and users. Security and crisis management also play a key role in protecting teams and operations.

SAFETY ACT

This plan, drawn up for a period of 3 years with operational staff and safety officers is structured around **5 levers for action**:



The commitment of everyone is key. Every action counts, as does every decision. We have to ensure safety is a shared and sustainable culture within our teams and among our partners.

3,84

Employee workplace accident frequency rate *

(Number of lost-time accidents x 1,000,000 / Number of hours worked)

Key figures for 2025

Key figures for 2025

CSR 2025

CSR 2025



DID YOU KNOW?

WHAT IS LOCKOUT-TAGOUT?

(SAFETY ACT PRIORITY 1)

Lockout-Tagout (LOTO) involves shutting off all energy sources on a piece of equipment before any work is performed on it. The aim is to make sure employees are kept safe, by applying the following principle, for example: My Key, My Safety, i.e., each person has their own padlock and key.

ONBOARD PEDESTRIAN DETECTION SYSTEM FOR VEHICLES

(SAFETY ACT PRIORITY 1)

To improve risk prevention on our job sites, the Group is rolling out a new safety standard that incorporates onboard pedestrian detection systems on new qualifying machines deemed to be the most critical (rubber-tired loaders, hydraulic excavators, compactors, etc.). These systems, which can issue warnings or activate automatic braking, are designed to reduce the risk of collisions between vehicles and pedestrians on site.



HEALTH & PREVENTION PLAN IMPLEMENTED AT COLAS RAIL

(SAFETY ACT PRIORITY 4)

This campaign is aimed at employees: workshops on sleep, nutrition, and addiction; possibility of screening for conditions such as diabetes, high cholesterol, and high blood pressure. In 2025, the subsidiary was given the inspiring management award by Préventica in recognition of the plan.





SAVE

Aximum

S.A.V.E. (a vehicle warning and evacuation system) is a patented solution designed to detect the dangerous proximity of vehicles to a construction or work zone, the aim being to keep workers safe. An audible warning alerts road workers in the event of an imminent collision.



SAFETY WEEK

C OLAS Group's safety week is held around the world, focusing on a different theme every year (attention distractions, health, etc.). Throughout the week, several interactive sessions linked to the chosen theme are organized with employees from our job sites and permanent sites, often in the form of videos and role-playing exercises. In 2025, the chosen theme was "Shared Vigilance".

Key figures for 2025

IN PRACTICE



SAVE CAR,

West of France Region

This all-electric vehicle helps promote a prevention culture through concrete interactions and two fun workshops:

A first workshop on major risks on job sites and their effects on everyday life,

A second workshop that video records and analyzes employee behavior on site. Artificial Intelligence then identifies movements that could lead to accidents and highlights areas requiring attention. Employees can then watch the video back to see what changes they need to make.



Protect the pack, Canada

Protect the pack is an initiative that highlights the importance of teamwork and of looking after one another. Everyone in the pack, or team, works together towards a shared goal. In this particular case, the objective concerns safety: coworkers should look out for one another so that everyone can go home safe and sound at the end of the day.

Key figures for 2025



Road safety,

Road safety is identified as one of the 4 major risks in the Safety Act program. Therefore, an annual road safety day event is organized in every country where the group operates. Each entity is free to choose the activities and topics to be covered during the event.

Some of the initiatives organized for the 2025 road safety day included:

- a preventive workshop with vehicle roll-over simulator,
- a virtual reality driving simulator,
- testimonials from former law enforcement officers, etc.





BUILDING A MORE RESPONSIBLE SUPPLY CHAIN ROOTED IN SUSTAINABLE PERFORMANCE



Key figures for 2025

Key figures for 2025

7

Colas's procurement activities involve hundreds of thousands of transactions each year. Given this volume, our CSR initiatives must extend to our partners, suppliers, and subcontractors. The goal is to work with them to build a more responsible value chain, rooted in shared, sustainable performance.

KEY FIGURES

More than
68%
of Colas' revenue
is generated through
external
expenditure

More than
100,000
active suppliers
and
subcontractors

HOW CAN WE ENSURE MORE RESPONSIBLE PURCHASING WITH A POOL OF MORE THAN 100,000 ACTIVE SUPPLIERS?



IDENTIFY

Find more sustainable alternatives with:

- sharing of best practices
- CSR specifications



NEGOTIATE

Incorporate CSR criteria into the selection process with:

- responsible selection criteria
- binding documents to sign



STEER

Manage risks and improve performance with:

- supplier assessments and visits
- an action plan for identified risks

Key figures for 2025

Key figures for 2025

SHARING SOLUTIONS ...

Via the **REXponsible** tool, around 40 tested and deployable ideas have been assembled in our Responsible Purchasing guide. They cover lower-carbon solutions, health and safety, circularity, human resources, and operational excellence. To maximize their impact, the guide was shared with interested suppliers and customers in 2025. It will be distributed to all stakeholders in 2026.

A tested idea

A honeycomb structure,
produced by *Polypipe*,
ultra-light

100% recycled and recyclable

These structures are used
for various outdoor landscaping
applications, such as gravel
laying and planting

Less likely to cause accidents
because lighter than the structures
initially used

More sustainable because
they improve natural rainwater
infiltration and help prevent
soil erosion

... AND PROTECTING
ALL WORKERS

Colas is reinforcing its health and safety requirements, particularly for subcontractors and temporary workers.

Safety ACT provides a common framework and concrete requirements: minimum criteria, internal standards, harmonized clauses, shared weighting, from choice of service provider through to service evaluation. France is piloting a reinforced end-to-end monitoring system, systematically incorporating these players in all safety starters.





FOCUS ON

RAIL

Incorporating CSR criteria when comparing offers to optimize decisions



15%
of the selection
based on

✓ Carbon footprint ✓ Circularity

✓ HSE ✓ Local

And always quality, innovation,
and price

Promote reuse
for our projects



420
tons
of reused
rails

Were ordered and used by Colas Rail in 2025, for line 17-2 of the Grand Paris Express metro project, avoiding the need to buy new.

Key figures for 2025

OUR SUPPLIERS AT THE HEART OF OUR CSR POLICY

CSR SUPPLIER DAY

A

n initiative aimed at encouraging supplier commitment to CSR, with a strong focus on decarbonization. The objective: to initiate collaborations so we can improve our performance together.



Since 2024,
8 editions have
brought together
more than

150
suppliers
from around
the world.

ASSESSMENTS DRIVING PROGRESS

STRUCTURED CSR FIELD VISITS

C

olas has developed a CSR supplier visit program that combines field discussions with a structured questionnaire. Seen as a real driver of progress by our partners, these visits allow us to work together to identify concrete areas for improvement and strengthen our long-term relationship.

A word from Thierry Desperrois,
Managing Director of Cementis Reunion Island



We'd be more than happy to recommend this initiative to both our customers and our suppliers. Beyond recommending it, the approach serves as a source of inspiration for us, and we may consider implementing it ourselves, gradually phasing it in with our own partners in line with our specific realities.



415

strategic suppliers
evaluated on
CSR performance



CONSOLIDATING AN EXEMPLARY CULTURE OF ETHICS AND COMPLIANCE



Key figures for 2025



Key figures for 2025

8

Ensuring that Colas employees and third parties operate within the framework of business and managerial ethics is essential in light of the Group's values. Colas strengthens its compliance culture by identifying risks related to corruption and human rights violations, communicating ethical and compliance rules, and implementing controls to ensure adherence to these processes.

CHALLENGES

Managerial ethics, business ethics, and respect for human rights are top priorities for Colas. They represent economic, financial, and reputational risks for the Group.

THE COLAS SOLUTION

3 LEVERS TO ADDRESS THESE PRIORITIES

1

Consolidate an exemplary culture with regard to managerial ethics (harassment, discrimination, etc.), business ethics (e.g. fighting corruption) and human rights.



2

Establish rules of ethical conduct and train staff



3

Put in place initiatives to prevent, detect, flag, monitor and sanction any incidents



Key figures for 2025

CSR 2025

IDENTIFYING RISKS OF CORRUPTION AND HUMAN RIGHTS BREACHES

CORRUPTION RISKS AND DUTY OF VIGILANCE MAPS

Risk mapping is a key pillar of Colas's anti-corruption program.

83

corruption risk maps



Criticality and prioritization mapping

23

duty of vigilance risks

3

data categories

Environment



Safety



Human



Key figures for 2025

CSR 2025

KEY FIGURES

SPECIFIC TRAINING

5,160

employees have completed the applied business ethics and compliance module

11,066 *

employees have completed the "Fair Play" serious game
* cumulative figure

FOCUS ON

Update to the Compliance Handbook

The Compliance Manual was updated for the fifth time in April 2025 to reflect regulatory and operational changes.





COMMUNICATING AND IMPLEMENTING RULES OF ETHICAL CONDUCT

KEY TOOLS



Colas Group Compliance Procedures



Colas Share



E-comply



Whistleblowing system

COMMUNICATION INITIATIVES

COMPLIANCE DAY 2025

This annual internal event is organized as a live-streamed conference called "Compliance Day." This year, after an introduction presented by the CEO and the General Counsel & Chief Compliance Officer, employees had the opportunity to watch a presentation led by lawyer Caroline Diot on the theme "Building an ethical advantage: compliance, performance, and differentiation," followed by a roundtable discussion featuring the senior legal managers of various business units.



PROFESSIONAL ASSOCIATIONS, AN AWARENESS-RAISING VIDEO

To coincide with **Compliance Day**, an internal communication campaign focusing on professional associations was rolled out to all employees in France, consisting of a video, a poster, and a screensaver. The goal of this campaign was to remind employees about the **E-Comply** process for having their membership approved, as well as the best practices to adopt when joining a professional association.

Key figures for 2025

IN PRACTICE



Compliance training - Colas SA

The applied business ethics and compliance training module was updated in September 2025 and delivered to head office employees. It covers various topics related to business and managerial ethics, including risks of integrity violations (corruption, fraud, etc.), E-Comply processes, and Group feedback.



Message from Pierre Vanstoflegatte

To mark Compliance Day, Colas's CEO reiterated that ethics is one of the group's three pillars, alongside safety and cybersecurity. Ethics are both a driver of performance and a mark of credibility. He also emphasized the importance of the online Besignal platform to report any behavior that contravenes our ethical principles.



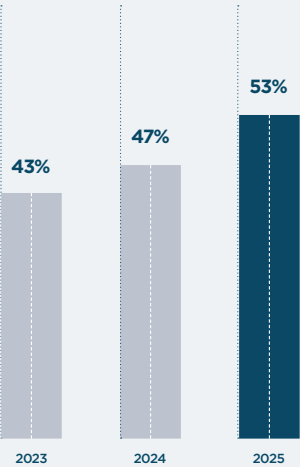
Compliance week

The USA put ethics in the spotlight throughout the week, with daily updates (CEO messages, short videos, etc.).



2025

Percentage of activities with a local dialogue structure (includes complaint management and proactive measures)



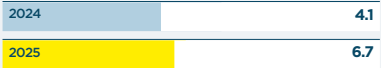
66

Number of priority sites with a biodiversity action (includes actions implementation and support by an expert)

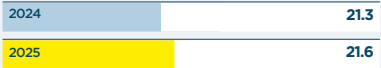
2025

Diversity

% Women operational managers

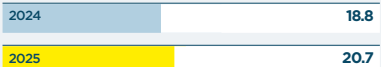


% Women managers hired in operations



hors-USA

% Women executives hired in operations



hors-USA

2025

TRAINING

5,160

employees have completed the applied business ethics and compliance module

50 %

buyers trained in CSR

11,066*

employees have completed the "Fair Play" serious game

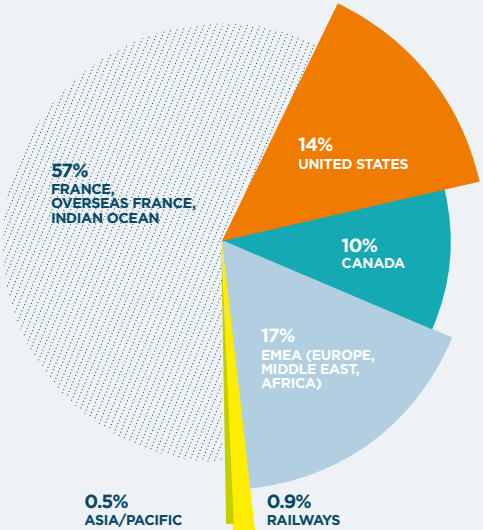
* cumulative figure

Key figures for 2025

2025

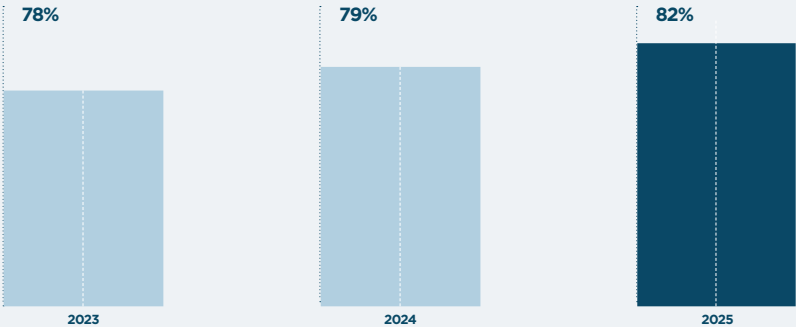
Quantity of materials* recycled

Breakdown by region



*Sum of aggregates recycled (by screening, crushing, processing) and quantities of reclaimed asphalt pavement.

Standards of the Environment checklist compliance rate

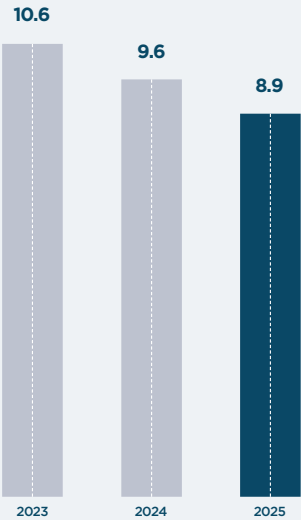


Key figures for 2025

2025

Carbon footprint

MtCO₂e





Construction of line 1 of the Abidjan metro in Côte d'Ivoire, Colas Rail

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