

2023 first half results

Future Saint-Cloud station

VINCI wins the first design-build contract for the Grand Paris Express (section of Line 15 West)

28 JULY 2023 - PARIS

Disclaimer

This presentation may contain forward-looking objectives and statements about VINCI's financial situation, operating results, business activities and expansion strategy.

These objectives and statements are based on assumptions that are dependent upon significant risk and uncertainty factors that may prove to be inexact. The information is valid only at the time of writing and VINCI does not assume any obligation to update or revise the objectives on the basis of new information or future or other events, subject to applicable regulations.

Additional information on the factors that could have an impact on VINCI's financial results is contained in the documents filed by the Group with the French securities regulator (AMF) and available on the Group's website at www.vinci.com or on request from its head office.



VINCI Autoroutes: winner of the Bpifrance's call for projects to decarbonate road mobility through two dynamic charging solutions, primarily for trucks



VINCI Airports: financial closing of a 40-year concession agreement for the 7 airports in Cape Verde archipelago (2.8 mpax in 2019)



VINCI Highways: acquisition of a controlling interest in Vía 40 Express, concessionaire of the Bogotá-Girardot motorway (Colombia)



VINCI Energies with VINCI Construction: contract for a new electrical interconnection between France and Spain in the Bay of Biscay



Cobra IS: commissioning of the solar PV farm located in Belmonte (Brazil) with a capacity of 570 MW



VINCI Construction: Sydney Gateway, 5 km of new and upgraded roads, including 19 bridges and a dedicated flyover to the airport terminals



VINCI Immobilier: signing of the project of the first BIKUBE coliving residence in the greater Paris area (Suresnes)

An aerial photograph of a winding asphalt road with white dashed lane markings, curving through a dense, lush green forest. The road starts from the top left and curves towards the bottom right. The trees are vibrant green, suggesting a summer or early autumn setting. The overall scene is peaceful and scenic.

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H1 2023 highlights

Xavier Huillard
Chairman and Chief Executive Officer

H1 2023 highlights

Revenue and operating earnings growth in all 3 businesses: Concessions, Energy, Construction



VINCI Autoroutes: traffic levels remained on a positive trajectory



VINCI Airports: excluding Asia, traffic now back to 2019 levels – strong increase in operating earnings



VINCI Energies: strong momentum across the 4 business sectors - operating margins up



Cobra IS: strong revenue growth - operating margins up



VINCI Construction: sustained activity levels both in flow business and large projects – operating margins up



Positive free cash flow generation



Strong order intake – Record-high order book



2023 guidance reaffirmed



Interim dividend for 2023: €1.05 per share

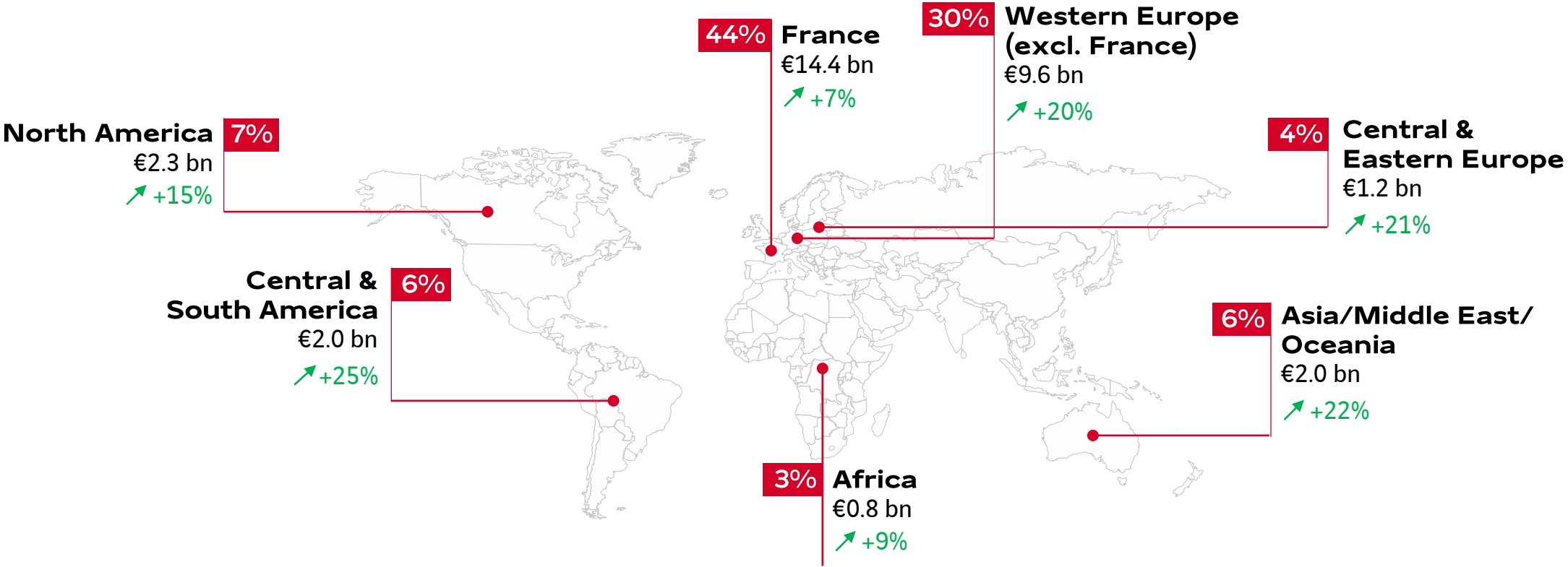
Group key figures

Data in € million (unless otherwise specified)

	Revenue	Ebit	Ebitda*	
	32,365	3,549	5,309	
	+13% (+12% lfl)	+724	+783	
Δ H1 2023 / H1 2022				Net financial debt
	Net income	Diluted net income/share (€)	Free cash flow	(20,910)
	2,089	3.65	261	reduction of 1,217 vs 30 June 2022
	+234 +13%	+0.39	+542	

* Cash flow from operations before tax and financing costs.

International: 56% of H1 2023 revenue



↗ H1 2023/H1 2022 change

X% Contribution to H1 2023 revenue

VINCI Autoroutes

Key takeaways

- Traffic levels sustained in Q2 2023
(+2.7% vs Q2 22, of which +3.5% in LV, -1.9% in HV)
- H1 2023 traffic levels above those of H1 2022 (+2.2%):
 - LV +2.8%, boosted by favourable calendar effects*
 - HV -1.2%, slight decline due to negative calendar effects**
- All in all, the underlying traffic remains broadly favourable
- Further initiatives to help decarbonise road mobility



Δ H1 2023/H1 2022

Revenue

€2,971 m

+6%

Ebitda

€2,280 m

+€166 m

Total traffic change

+2.2%

Of which:



+2.8%



-1.2%

VINCI Airports

Key takeaways

- Further recovery in passenger numbers:
 - H1 23 pax down 9% vs H1 19 (-12% in Q1 23, -7% in Q2 23)
- Excluding Asia, traffic back to its 2019 level since May
- Record high passenger numbers in **Portugal, Serbia, Mexico** and **Dominican Republic**
- In **Japan**, increase of international traffic, especially on regional flights
- Integration of OMA (Mexican airports)
- Costs under control
- H1 2023 Ebitda at €1.1 bn – Ebitda margin at 60.8%, above that of H1 2019 (56.8%)



Δ H1 2023/H1 2022

Δ H1 2023/H1 2019

Revenue

€1,781 m

+58%, +32% lfl
+8% at constant perimeter

Ebitda

€1,083 m

+€451 m
+€475 m

Ebitda/Revenue

60.8%

vs 56.1% in H1 22
vs 56.8% in H1 19









VINCI Airports passenger numbers in H1 2023 (vs H1 2019)

Total

123 mpax*

+36% vs H1 22
-9% vs H1 19

Of which:

Portugal		30.8 mpax +12%
Mexico		12.6 mpax +14%
UK		21.2 mpax -16%
France		8.6 mpax -18%
Serbia		3.3 mpax +26%
Dom. Rep.		3.2 mpax +14%
Japan		18.7 mpax -27%
Brazil		5.6 mpax -6%

Other concessions*

Key takeaways

- VINCI Highways revenue: €161 m (+10% vs H1 22, +4.5% lfl)
- VINCI Highways Ebitda: €80 m (49.7% margin, vs 47.3% in H1 22)
- In April 2023, acquisition of a **25% stake** (total stake brought up to 75%) in **Vía 40 Express**, concession company of the **Bogotá-Girardot motorway (Colombia)**, now fully consolidated in VINCI's accounts
- In May 2023, closing of the acquisition of a **55% stake** in **Entrevias**, concession company of **two toll motorway sections** in São Paulo State in **Brazil** (570 km): the company is consolidated under the equity method in VINCI's accounts



Δ H1 2023/H1 2022

Revenue

€246 m

+12%

Ebitda

€109 m

+14%

Ebitda/Revenue

44.4%

vs 43.9%
in H1 2022

VINCI Highways



VINCI Railways



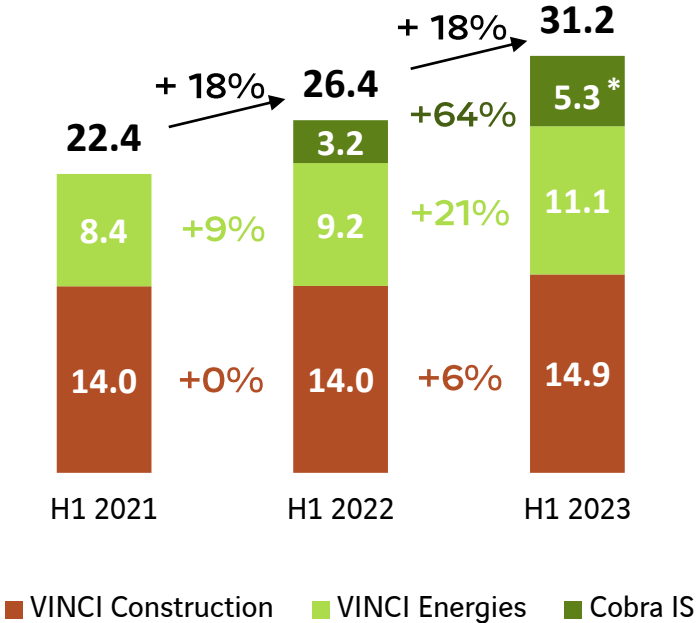
VINCI Stadium



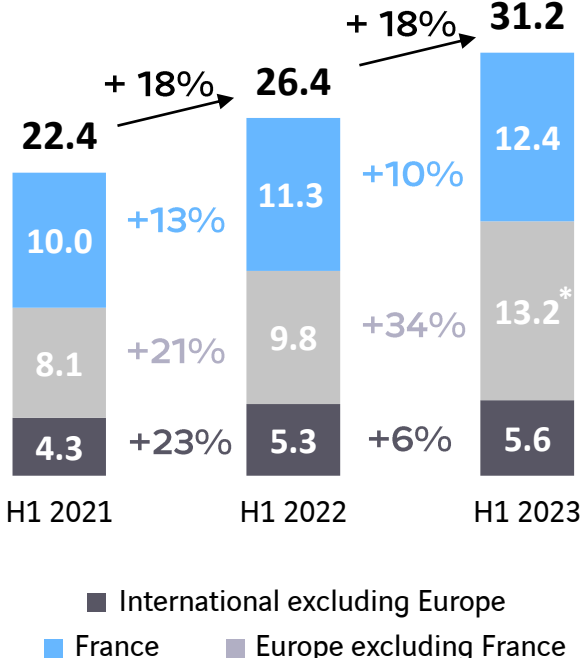
Order intake

VINCI order intake at €31.2 bn, +18% yoy fuelled by flow business and large EPC projects*

By business line (in € billion)



By geographical area (in € billion)



* Of which the contract to design-build-install two windfarm energy converter platforms (2 GW each) in the North Sea won by Cobra IS in January 2023 for an amount above €2 bn

VINCI Energies

Key takeaways

- Revenue strongly up vs H1 2022 (+18% actual, +13% lfl) across the 4 business sectors*
 - France revenue up 13% (+13% lfl)
 - International revenue up 21% (+13% lfl). Strong activity levels in most regions and countries in which it operates, particularly in Germany, Benelux, North America, Morocco, Singapore and New Zealand
- M&A: 14 acquisitions closed during H1 2023 representing ~€280 m of additional revenue on a full-year basis (of which ~€150 m from Otera AS in Norway)
- Ebit margin at 6.8% (+30 bps vs H1 22)



Δ H1 2023/H1 2022

Revenue

€9,122 m

+18%

Ebit

€623 m

+€116 m

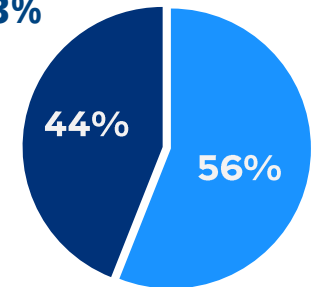
Ebit/Revenue

6.8%

vs 6.5% in H1 22

Revenue change vs H1 22 and split by geographical area

France
+13%



International
+21%

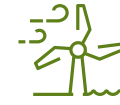
Cobra IS

Key takeaways

- €3.1 bn revenue, up 15% vs H1 2022 (+14% lfl)
 - Ramp-up in EPC* projects linked to energy transition
 - Flow business remains steady, both in Europe and Latin America
- 47% of revenue coming from Spain, 32% from Latin America
- Order intake up 64% vs H1 2022, driven by several EPC projects related to renewable energy production**
- In July 2023, commissioning of the solar PV farm located in Belmonte (Brazil) with a capacity of 570 MW

* Engineering, Procurement and Construction

** Of which the contract to design-build-install two windfarm energy converter platforms (2 GW each) in the North Sea won by Cobra IS in January 2023 for an amount above €2 bn



Δ H1 2023/H1 2022

Revenue

€3,061 m

+15%

Ebit

€230 m

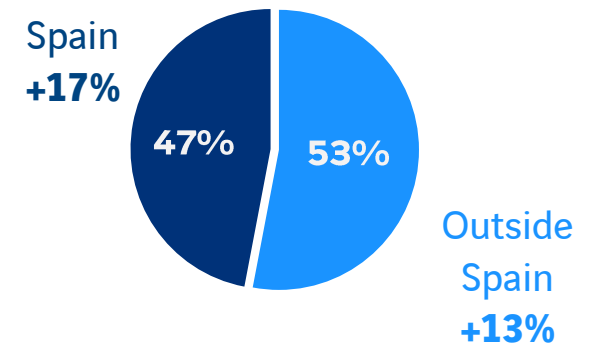
+21%

Ebit/Revenue

7.5%

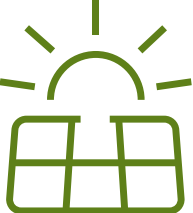
vs 7.1% in H1 22

Revenue change vs H1 22 and split by geographical area



Cobra IS: focus on renewable energy projects

BELMONTE (BRAZIL) – UNDER PRODUCTION



570
MW

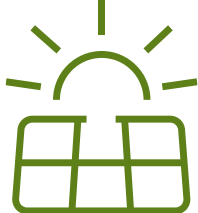
July 23
RtoP*



€0.4 bn
Capex

FY22 : €0.3 bn
H1 23 : €0.1 bn

ASSETS CLOSE TO READY-TO-BUILD (RtOB) STAGE



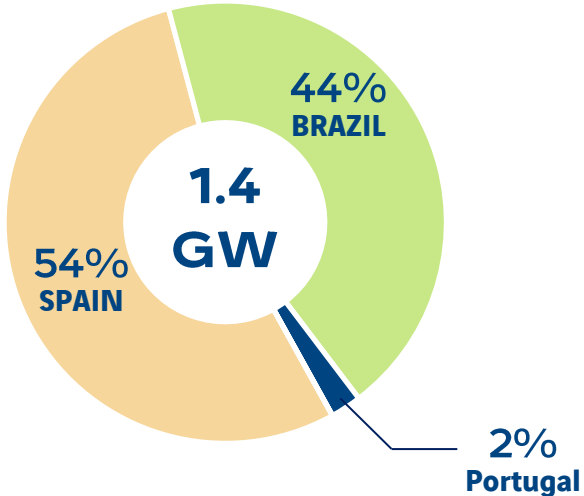
1.4
GW

€1.1 bn
Capex**

FY22 : €0.1 bn

FY23+ **: €1.0 bn

100%
solar
PV



* Ready to produce
** Estimated amounts

VINCI Construction

Key takeaways

- Revenue up 11% vs H1 2022 (+12% lfl)
 - France: revenue up 7%. Activity remains sustained in civil engineering. In the building segment, business was driven by rehabilitation projects and by construction works related to public buildings (notably hospitals)
 - International: revenue up 15% (+16% lfl), driven by the progress with several large civil engineering contracts in Europe, North America and Australia/New Zealand, as well as solid business levels in specialty networks and proximity networks
- Activity levels in flow business remain sustained, both in France and abroad
- Awarded with the first design-build contract for the Grand Paris Express (section of Line 15 West)
- Ebit margin at 2.0% (+10 bps vs H1 22), not representative of the full-year performance due to business seasonality



Δ H1 2023/H1 2022

Revenue

€14,914 m

+11%

Ebit

€299 m

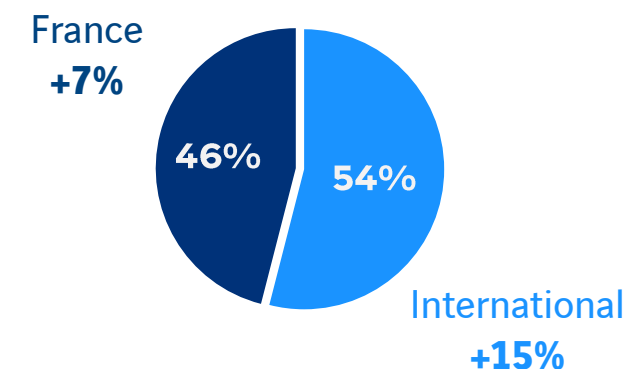
+€46 m

Ebit/Revenue

2.0%

vs 1.9% in H1 22

Revenue change vs H1 22 and split by geographical area



VINCI Immobilier

Key takeaways

- Tough economic backdrop in the French real estate market in a context of high interest rates
- Consolidated revenue down 23%
- Housing reservations in France down 36% vs H1 2022
- 38 managed residences under operations (29 Ovelia, 9 Student Factory)
- 9 new managed residences under development to be commissioned by year-end 2023



Δ H1 2023/H1 2022

Revenue

€560 m

-23%

ROI*

€(1) m

-€38 m

Managed Revenue**

€654 m

-20%

Housing unit reservations (France)

1,772

-36%

* Recurring Operating Income, including VINCI Immobilier's share in joint development operations.

** Including VINCI Immobilier's share in joint development operations.

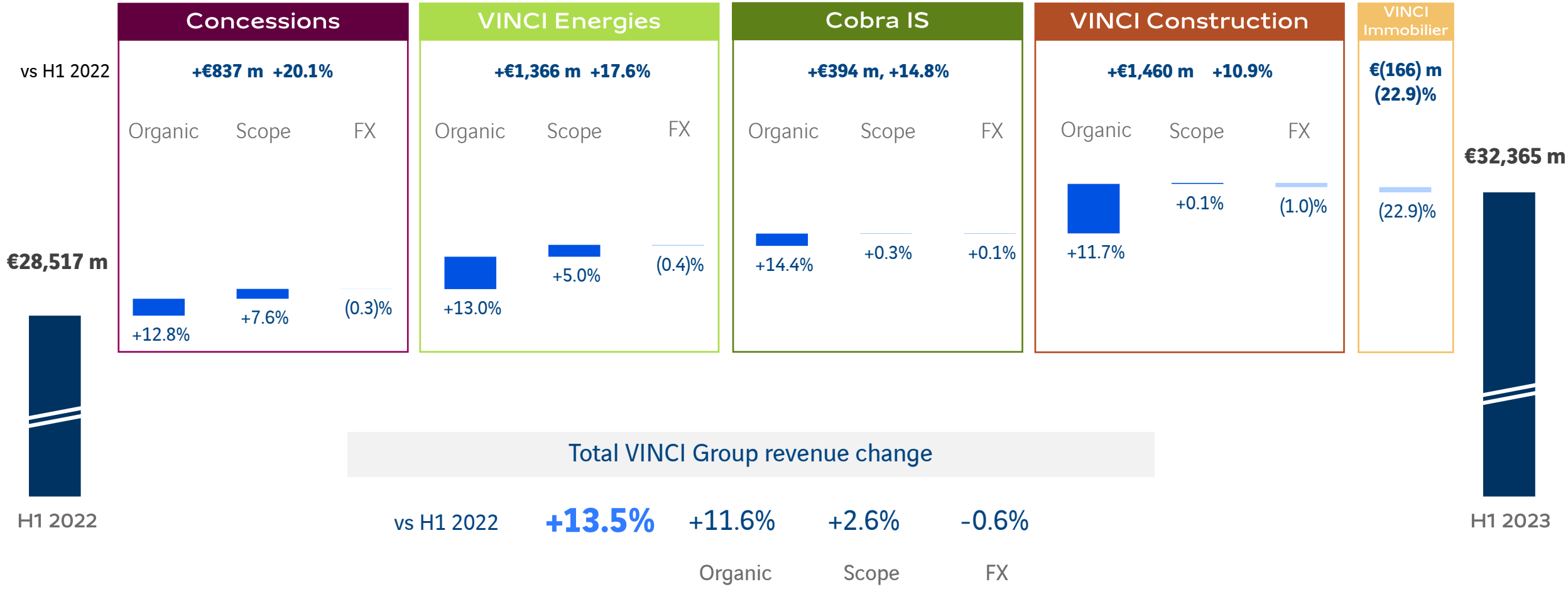
An aerial photograph of a winding asphalt road with white dashed lane markings, curving through a dense, lush green forest. The trees are tall and varied in shades of green, creating a textured background for the road.

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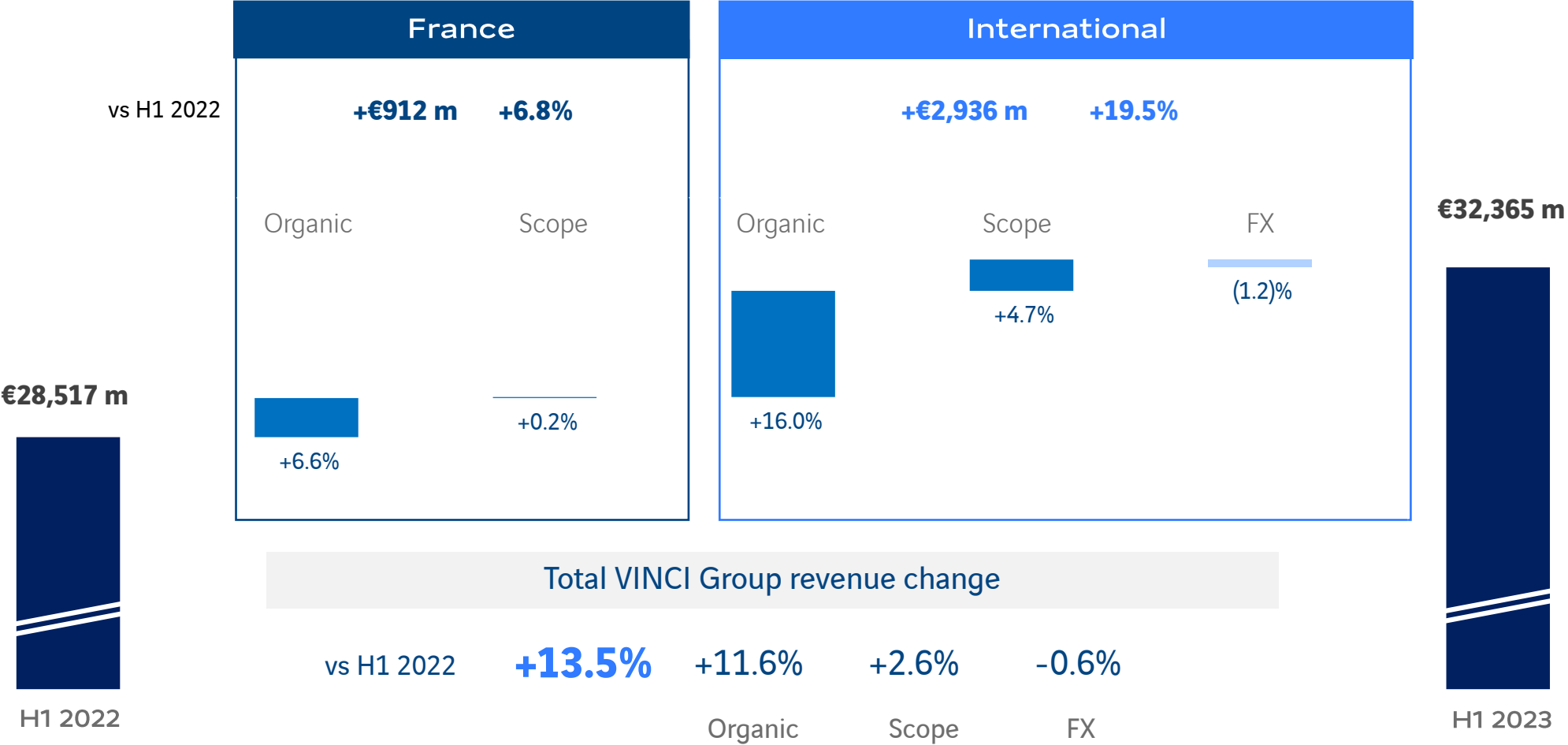
H1 2023 financial data

Christian Labeyrie
Executive Vice President
and Chief Financial Officer

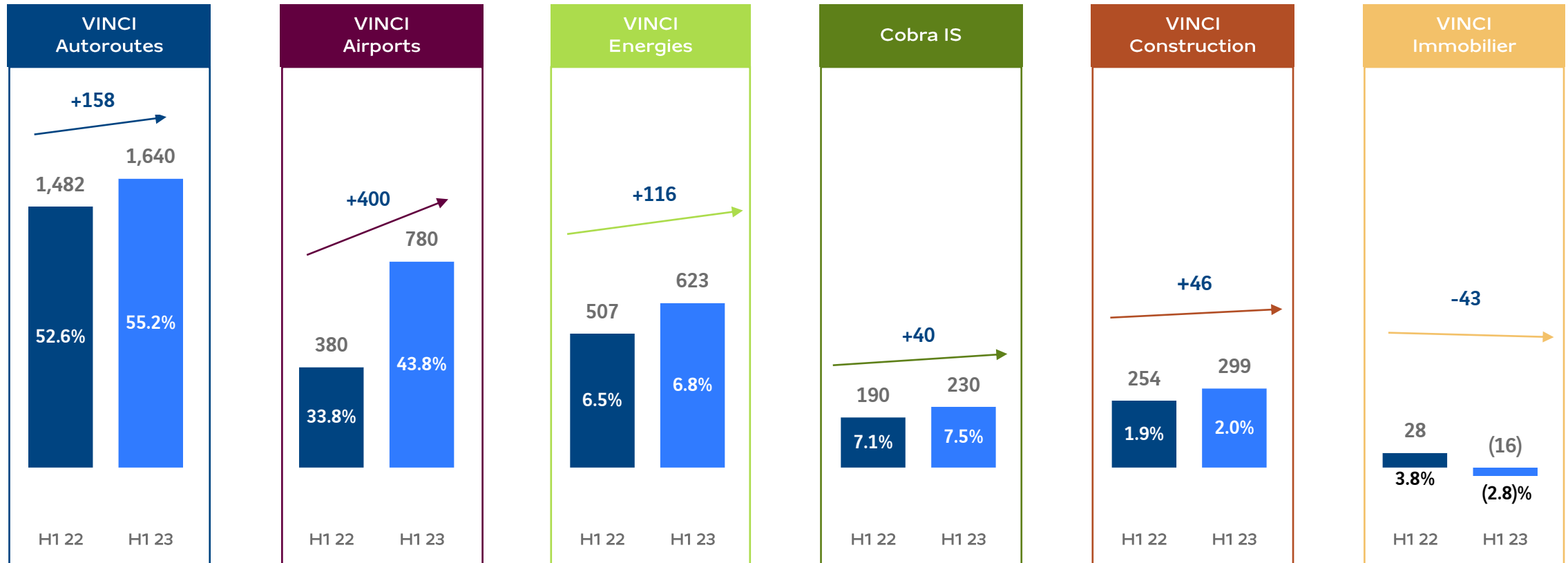
Consolidated revenue change by division



Consolidated revenue change by geographical area



Operating income from ordinary activities (Ebit): a broad improvement



(Ebit in € million and Ebit margin as % of revenue)

Income statement

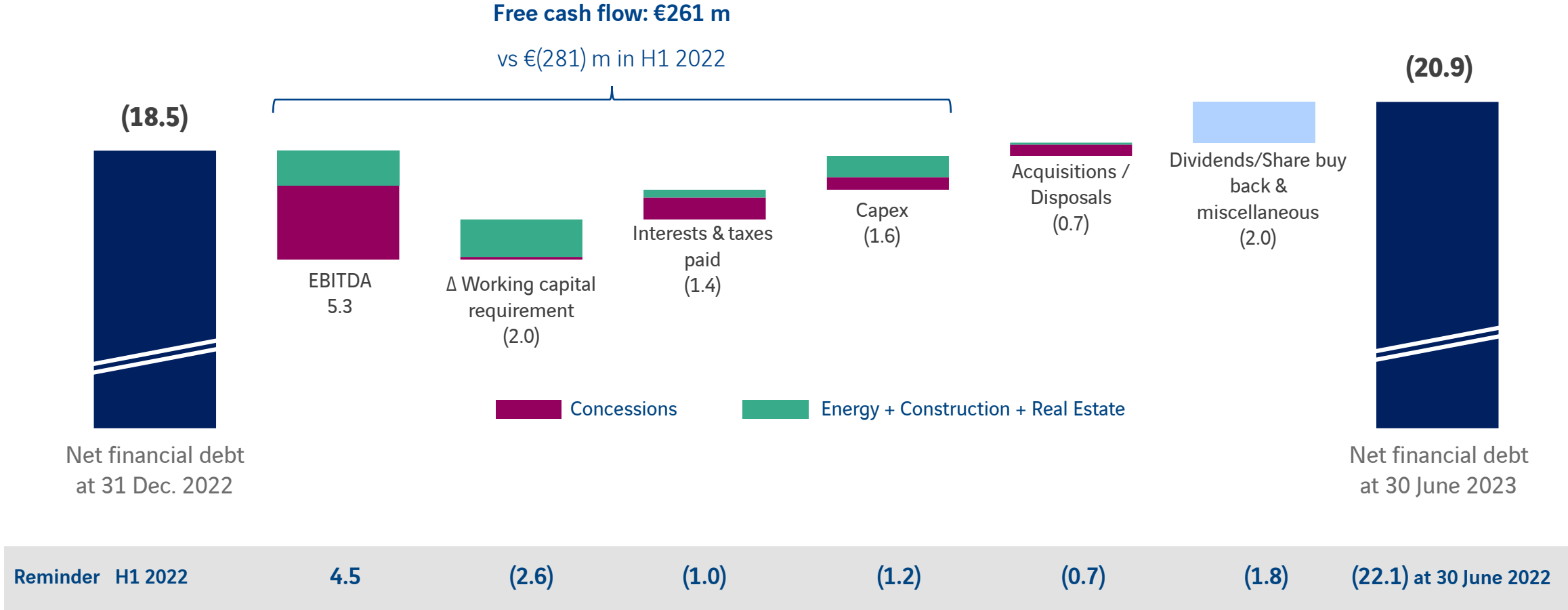
<i>(in € million)</i>	H1 2023	H1 2022 *	Δ 2023/2022	FY 2022
Operating income from ordinary activities (Ebit)	3,549	2,826	+724	6,824
<i>% of revenue</i>	<i>11.0%</i>	<i>9.9%</i>		<i>11.1%</i>
Share-based payment expense (IFRS 2)	(260)**	(138)		(356)
Profit/loss of equity-accounted cos. & miscellaneous	104	25		14
Recurring operating income	3,393	2,713	+680	6,481
Non-recurring operating items	17	54		8
Operating income	3,410	2,767	+643	6,489
Cost of net financial debt	(340)***	(265)		(614)
Other financial income and expense	(16)	124		279
Income tax	(816)	(741)		(1,737)
Non-controlling interests	(148)	(30)		(157)
Net income attributable to owners of the parent	2,089	1,855	+234	4,259
Diluted earnings per share <i>(in €)</i>	3.65	3.26	+0.39	7.47

* H1 2022 figures adjusted from published financial statements as part of the final purchase price allocation for Cobra IS

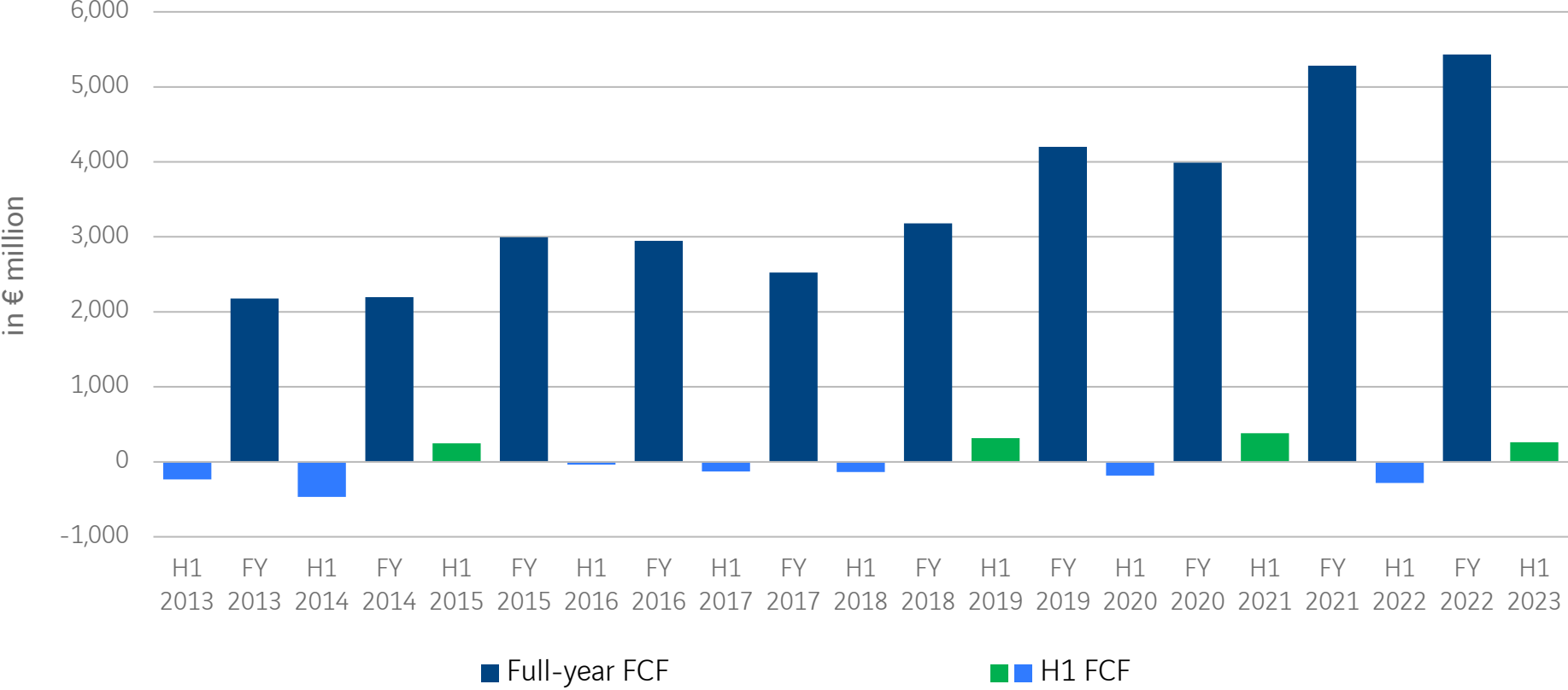
** Non-cash change impacted by new measurement criteria for the cost of saving plans in France

*** Of which non-recurring positive impact of €167 m linked to the restructuring of the acquisition debt of LGW

Change in net financial debt during H1 2023



Positive FCF generation in H1 2023



Consolidated balance sheet

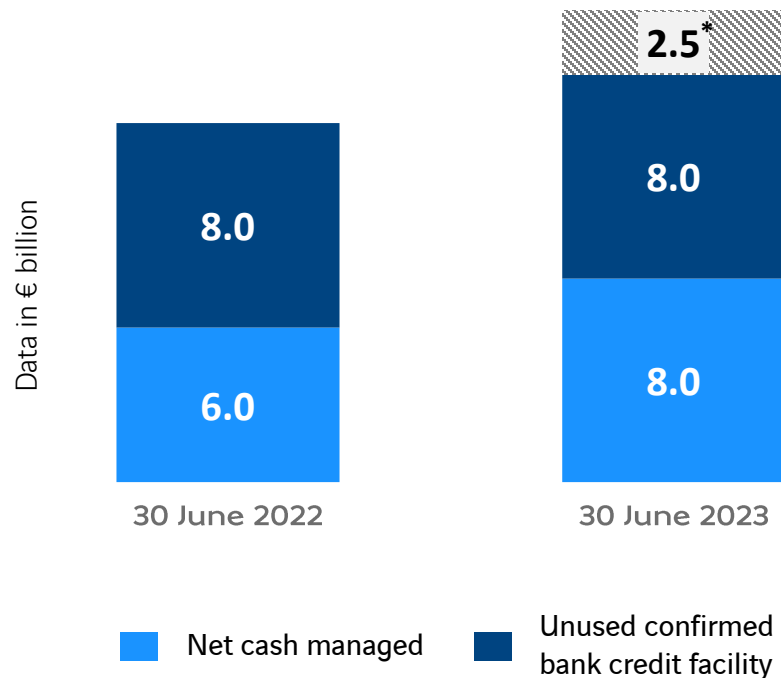
(in € million)	30 Jun. 2023	31 Dec. 2022	30 Jun. 2022*	Δ 30 Jun. 23 / 30 Jun. 22
Non-current assets – Concessions	44,091	42,881	40,616	+3,475
Non-current assets – Energy, Construction and other	23,127	22,655	20,843	+2,284
WCR, provisions and other current assets & liabilities	(10,952)	(13,071)	(8,616)	-2,335
Capital employed	56,266	52,465	52,843	+3,423
Equity	(30,849)	(29,409)	(26,128)	-4,721
Lease debt	(2,143)	(2,102)	(2,145)	+2
Non-current provisions and misc. long-term liabilities	(2,364)	(2,417)	(2,443)	+79
Long-term resources	(35,356)	(33,929)	(30,716)	-4,640
Gross financial debt	(28,873)	(27,763)	(28,177)	-696
Net cash managed	7,963	9,227	6,050	+1,913
Net financial debt	(20,910)	(18,536)	(22,127)	+1,217

* June 2022 figures adjusted from published financial statements as part of the final purchase price allocation for Cobra IS

Financial policy

Substantial liquidity and solid credit rating

High level of liquidity



* Considering the high level of the Group's available cash, the additional €2.5 bn bank credit facility - set in July 2022 and due to mature in July 2023 - was not renewed

Solid credit rating

S&P Global
Ratings



A- Outlook stable

Confirmed for VINCI in March 2023

MOODY'S



A3 Outlook stable

Confirmed for VINCI in July 2023

Financial operations in good conditions considering the current credit market

Jan. 2023: ASF issued a €700 m bond due to mature in January 2033 and carrying an annual coupon of 3.25%

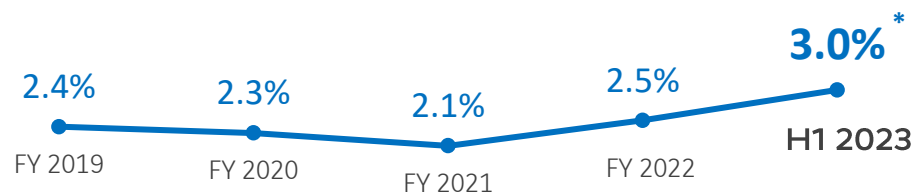
May 2023: VINCI SA carried out a €500 m private placement due to mature in February 2025 and carrying an annual coupon of 3.375%

Jul. 2023: VINCI SA set a €100 m tap on its bond issued in October 2022 and due to mature in October 2032, carrying an annual coupon of 3.375%

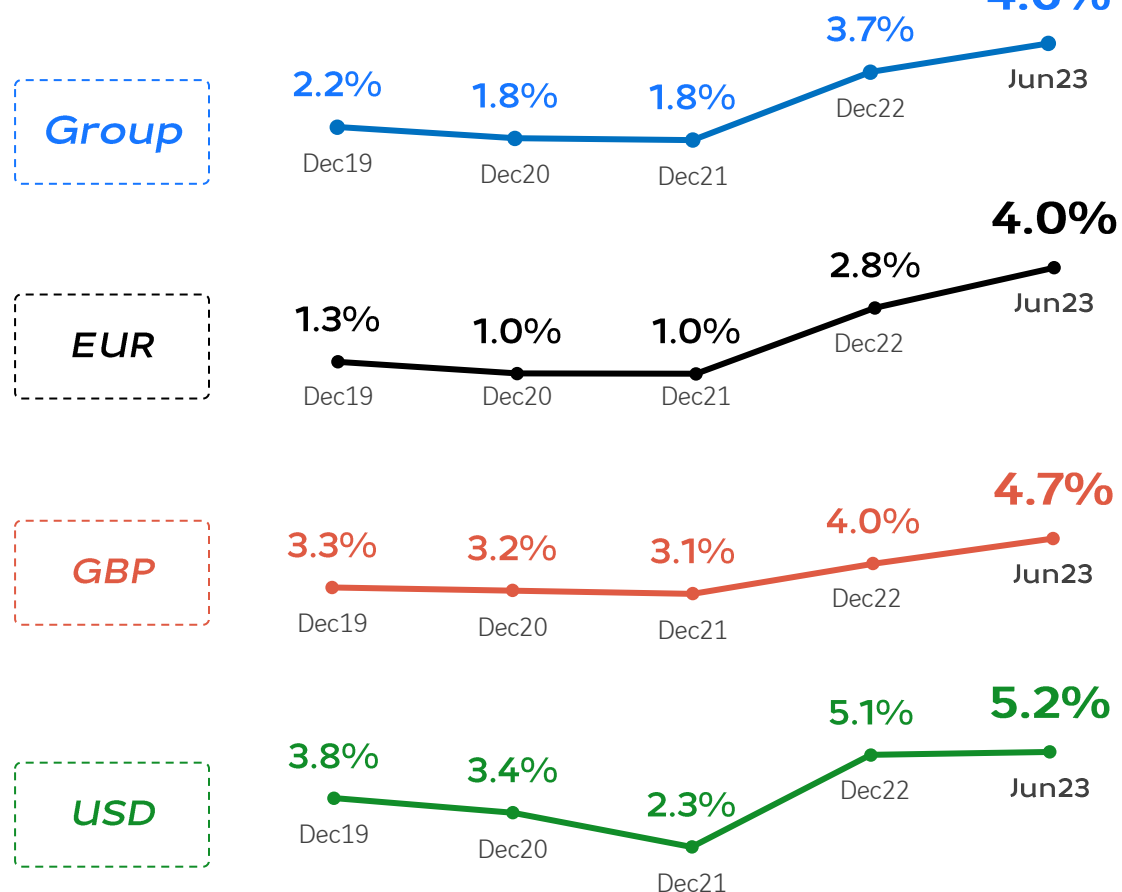
Financial policy

Optimising the average cost of debt in a more challenging environment / tightening of borrowing conditions

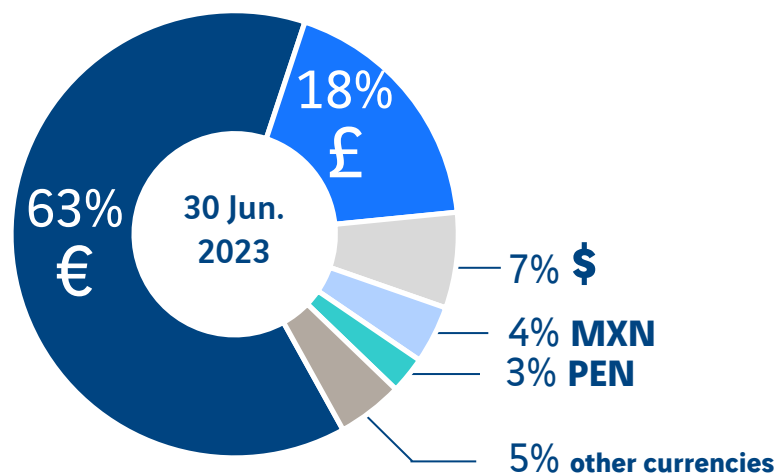
Gross financial debt cost over the past 5 years (average rate)



Cost of gross financial debt over the past 5 years (closing rate)



Breakdown of debt by currency



* Average cost of gross financial debt for H1 2023 of 4.2% when excluding the non-recurring positive impact of €167 m linked to the restructuring of the acquisition debt of LGW

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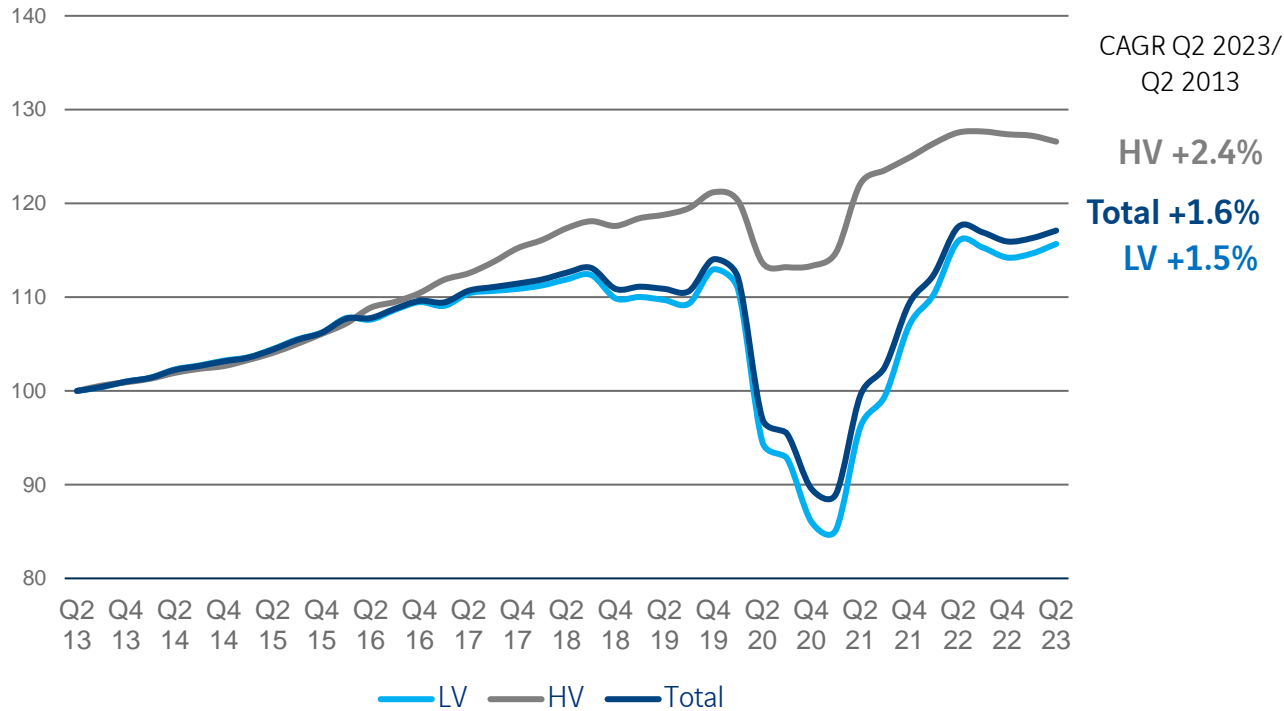
Outlook and strategy

Xavier Huillard



Chairman and Chief Executive Officer

VINCI Autoroutes traffic

VINCI Autoroutes - Rolling twelve months traffic over 10 years

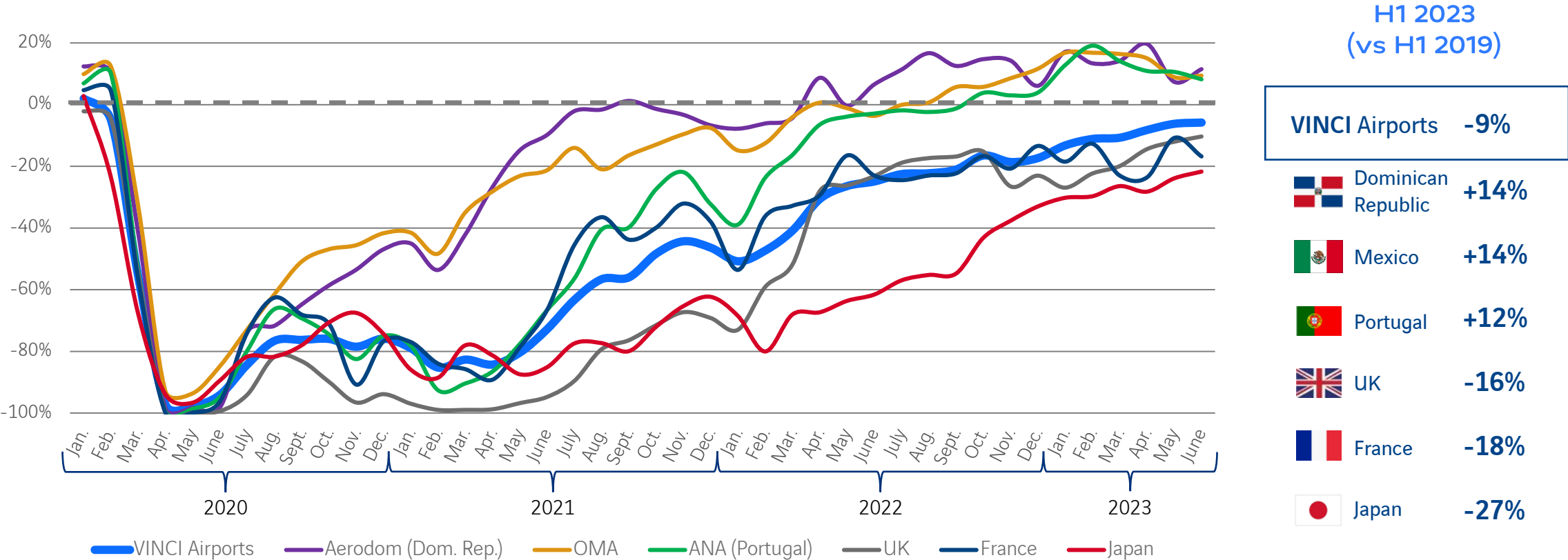


H1 2023 VINCI Autoroutes traffic

	Total		
Δ H1 2023/H1 2022	+2.2%	+2.8%	-1.2%
ASF	+2.1%	+2.9%	-1.3%
Escota	+1.7%	+2.1%	-1.4%
Cofiroute (Intercity network)	+2.5%	+3.3%	-1.2%
Arcour	+0.1%	-0.1%	+0.7%

VINCI Airports: excluding Asia, traffic is back to its 2019 levels since May

Change in VINCI Airports monthly passenger numbers in 2020, 2021, 2022 and 2023 (vs. 2019)



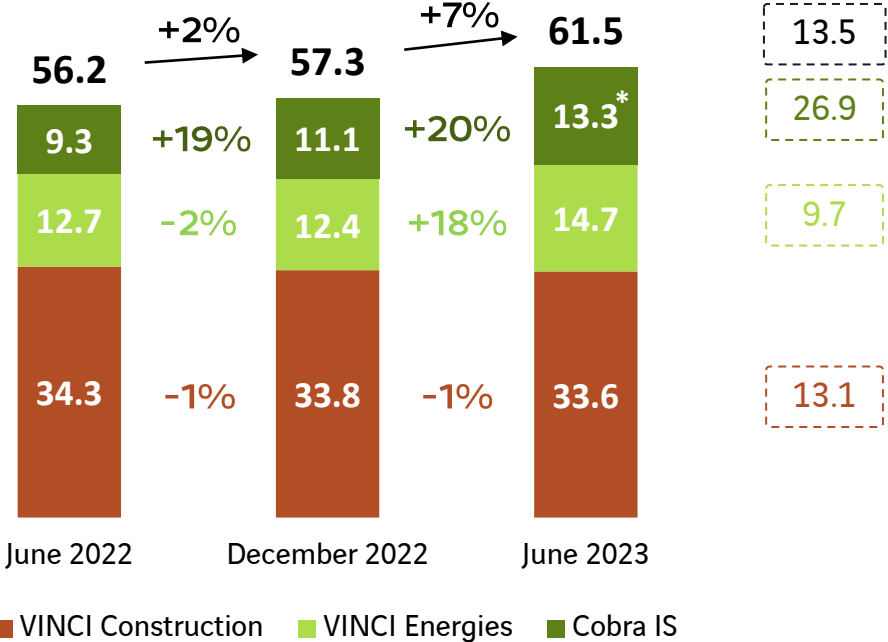
Order book up 9% yoy to €61.5 bn, a new all-time high

International accounts for 69% of the order book, of which:

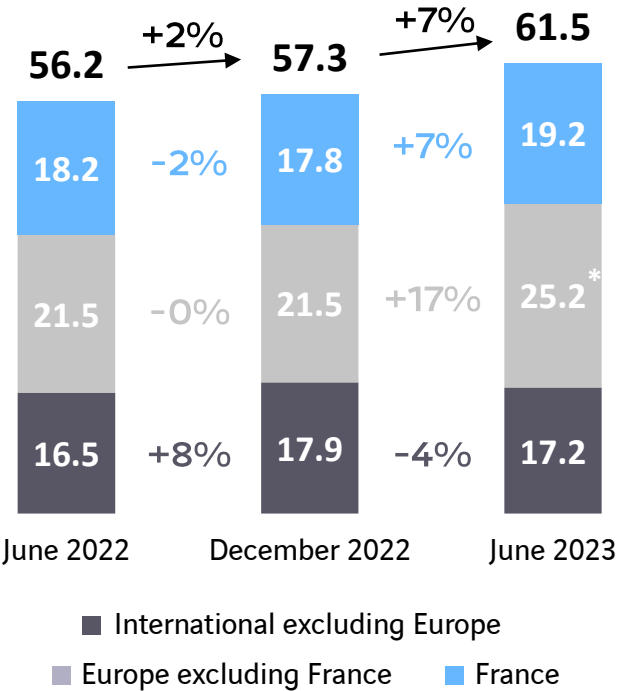
- Europe excl. France: 41%
- Rest of world: 28%

By business line (in € billion)

Number of months of average business activity



By geographical area (in € billion)



* Of which the contract to design-build-install two windfarm energy converter platforms (2 GW each) in the North Sea won by Cobra IS in January 2023 for an amount above €2 bn



FY 2023 guidance reaffirmed

CONCESSIONS



VINCI Autoroutes: traffic levels similar to those seen in 2022

VINCI Airports:

- Further recovery in passenger numbers, without returning to their 2019 level overall in 2023
- Further improvement in operating earnings

ENERGY



VINCI Energies:

- Further business growth
- Solidification of the operating margin

Cobra IS: revenue growth of at least 10%

Renewable energy portfolio: total capacity - in operation or under construction - of at least 2 GW by the end of the year

CONSTRUCTION



VINCI Construction:

- **Further business growth**
- While remaining selective in taking on new business
- Further improvement in the operating margin

-
- Barring any exceptional event, the Group expects further increases in revenue and operating income, although more limited than in 2022
 - Net income should be slightly higher than the level achieved in 2022, despite a substantial increase in financial costs
 - Free cash flow – taking into account higher investments in airports and renewable energy - **at the upper end of the range €4.0-bn-to-€4.5-bn initially provided for 2023**

Dividend

2023 interim dividend per share
(all-cash)

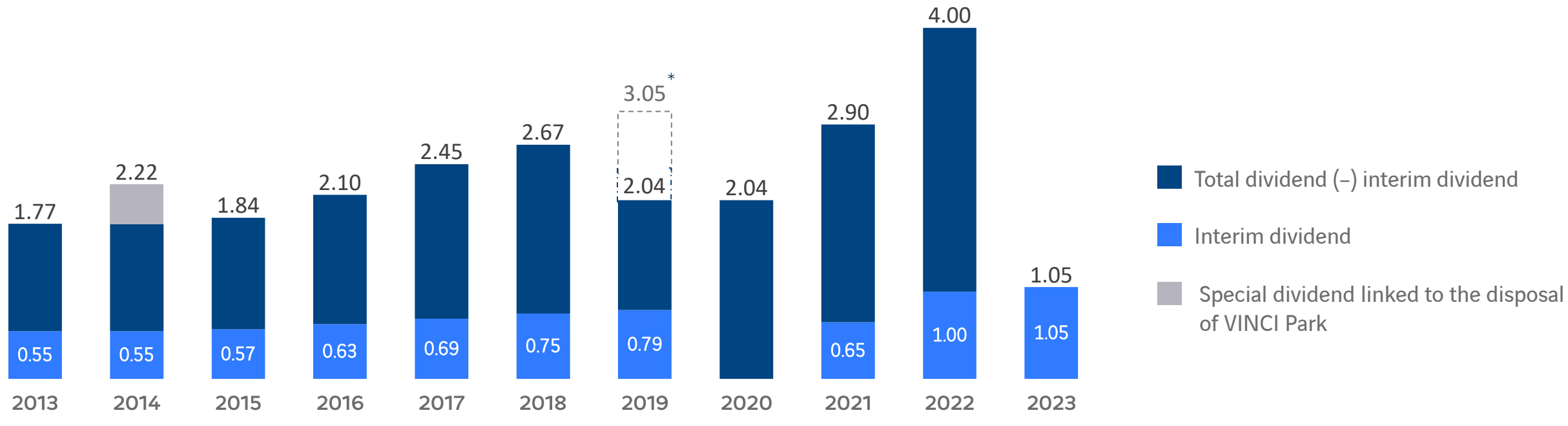
€1.05
per share

14 November 2023

Ex-date

16 November 2023

Payment date



Dividend per share since 2013 (in €)

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

Recent developments

VINCI Airports

July 2023: financial closing of a 40-year concession agreement for the 7 airports in **Cape Verde archipelago** (2.8 mpax in 2019).



VINCI Highways

April 2023: acquisition of a **25% stake in Vía 40 Express** (total stake brought up to 75%) which holds the concession of the Bogotá-Girardot motorway in Colombia (141 km + 65 km under construction).



May 2023: closing of the acquisition of a **55% stake in Entrevias** which holds the concession until 2047 for two toll motorway sections in São Paulo State in Brazil (570 km of roads).



VINCI Energies

January 2023: acquisition of **Otera AS** in Norway (~€150 m revenue).

otera

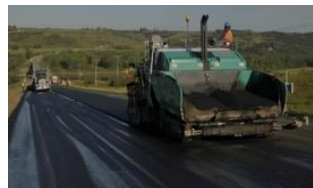
Cobra IS

July 2023: commissioning of the solar PV farm located in Belmonte (**Brazil**) with a capacity of **570 MW**



VINCI Construction

January 2023: acquisition of the roadworks company **HJR Asphalt LP** in Saskatchewan, **Canada** (~€40 m revenue).





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

4

Appendices



Financial data at 30 June 2023

Consolidated revenue

in € million	H1 2023	H1 2022	Δ 2023/2022	
			Actual	Like-for-like
Concessions*	4,998	4,161	+20.1%	+12.8%
VINCI Autoroutes	2,971	2,816	+5.5%	+5.5%
VINCI Airports	1,781	1,126	+58.1%	+32.2%
VINCI Highways	161	146	+10.3%	+4.5%
Other concessions**	85	73	+16.6%	+16.6%
VINCI Energies	9,122	7,755	+17.6%	+13.0%
Cobra IS	3,061	2,668	+14.8%	+14.4%
VINCI Construction	14,914	13,454	+10.9%	+11.7%
VINCI Immobilier	560	726	-22.9%	-23.1%
Eliminations	(290)	(247)		
Total revenue*	32,365	28,517	+13.5%	+11.6%

* Excluding concession subsidiaries' construction work done by non-Group companies

** VINCI Railways and VINCI Stadium

Consolidated revenue - France

in € million	H1 2023	H1 2022	Δ 2023/2022	
			Actual	Like-for-like
Concessions*	3,238	3,049	+6.2%	+6.2%
VINCI Autoroutes	2,971	2,816	+5.5%	+5.5%
VINCI Airports	183	161	+13.3%	+13.3%
Other concessions**	84	72	+16.8%	+16.8%
VINCI Energies	3,990	3,525	+13.2%	+12.6%
Cobra IS	22	19	+20.1%	+20.1%
VINCI Construction	6,824	6,390	+6.8%	+6.8%
VINCI Immobilier	553	719	-23.1%	-23.1%
Eliminations	(249)	(235)		
Total revenue*	14,379	13,466	+6.8%	+6.6%

* Excluding concession subsidiaries' construction work done by non-Group companies

** VINCI Railways and VINCI Stadium

Consolidated revenue - International

in € million	H1 2023	H1 2022	Δ 2023/2022	
			Actual	Like-for-like
Concessions*	1,761	1,112	+58.3%	+31.2%
VINCI Airports	1,598	965	+65.6%	+35.4%
VINCI Highways	161	146	+10.3%	+4.5%
Other concessions**	1	1		
VINCI Energies	5,131	4,230	+21.3%	+13.4%
Cobra IS	3,039	2,649	+14.7%	+14.4%
VINCI Construction	8,090	7,064	+14.5%	+16.3%
VINCI Immobilier	6	6	+2.3%	-20.9%
Eliminations	(41)	(12)		
Total revenue*	17,987	15,051	+19.5%	+16.0%

* Excluding concession subsidiaries' construction work done by non-Group companies

** VINCI Railways and VINCI Stadium

Ebitda

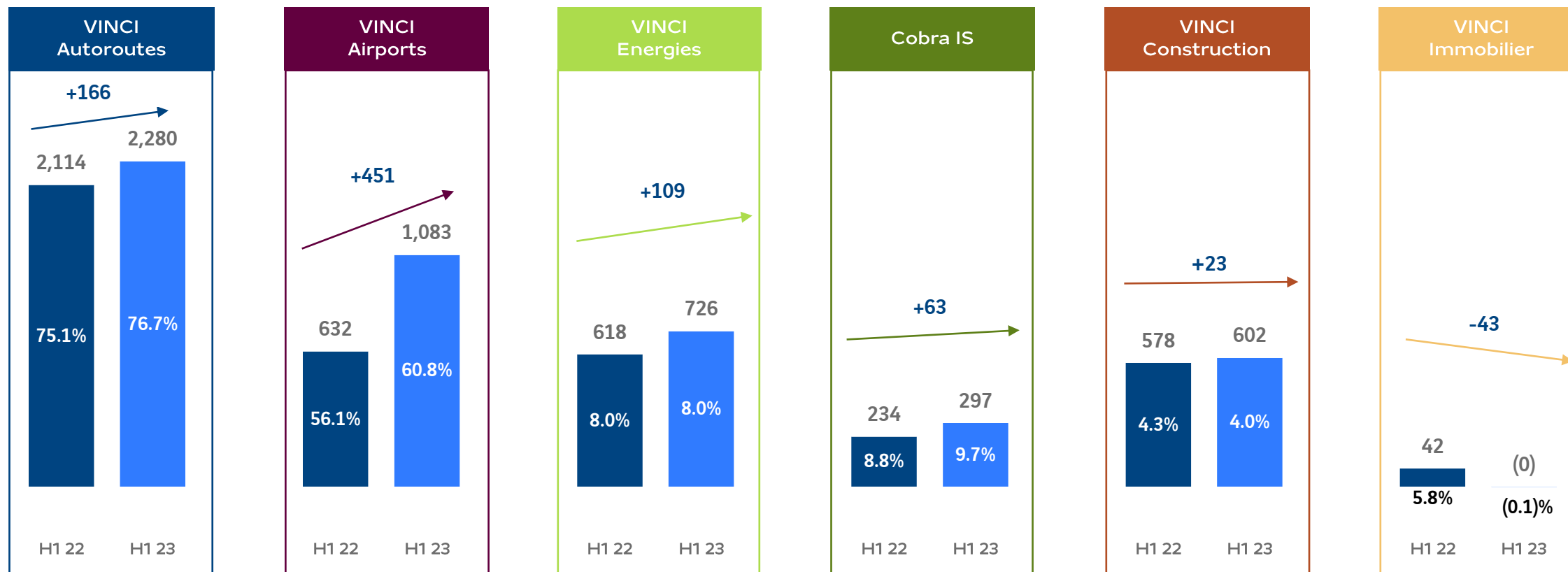
in € million	H1 2023	% of revenue*	H1 2022	% of revenue*	Δ 2023/2022
Concessions	3,472	69.5%	2,842	68.3%	+630
o/w VINCI Autoroutes	2,280	76.7%	2,114	75.1%	+166
o/w VINCI Airports	1,083	60.8%	632	56.1%	+451
o/w VINCI Highways	80	49.7%	69	47.3%	+11
VINCI Energies	726	8.0%	618	8.0%	+109
Cobra IS	297	9.7%	234	8.8%	+63
VINCI Construction	602	4.0%	578	4.3%	+23
VINCI Immobilier	(0)	(0.1%)	42	5.8%	-43
Holding companies	212		212		
Ebitda	5,309	16.4%	4,526	15.9%	+783

* Excluding concession subsidiaries' construction work done by non-Group companies

Cash flow from operations before tax and financing costs (Ebitda)

VINCI Group Ebitda: €5,309 million (+783 vs H1 22)

Ebitda margin: 16.4% (+50 bp vs H1 22)



(Ebitda in € million and Ebitda margin as % of revenue)

Ebit - operating income from ordinary activities by business line

in € million	H1 2023	% of revenue*	H1 2022	% of revenue*	Δ 2023/2022
Concessions	2,447	49.0%	1,899	45.6%	+547
VINCI Autoroutes	1,640	55.2%	1,482	52.6%	+158
VINCI Airports	780	43.8%	380	33.8%	+400
VINCI Highways	22	13.6%	24	16.4%	-2
Other concessions**	5		13		-9
VINCI Energies	623	6.8%	507	6.5%	+116
Cobra IS	230	7.5%	190	7.1%	+40
VINCI Construction	299	2.0%	254	1.9%	+46
VINCI Immobilier	(16)	(2.8)%	28	3.8%	-43
Holding companies	(34)		(52)		
Ebit	3,549	11.0%	2,826	9.9%	724

* Excluding concession subsidiaries' construction work done by non-Group companies

** VINCI Railways and VINCI Stadium

Cash flow statement (1/2)

in € million

	H1 2023	H1 2022	FY 2022
Ebitda	5,309	4,526	10,215
Change in WCR* and current provisions	(1,952)	(2,581)	392
Income taxes paid	(1,202)	(771)	(1,603)
Net interest paid	(313)**	(273)	(563)
Dividends received from companies accounted for under the equity method	66	48	92
Cash flows from operating activities (excl. other long-term advances)	1,907	949	8,533
Operating CAPEX (net of disposals and other long-term advances)	(747)	(546)	(1,602)
Repayment of lease debt and associated financial expense	(316)	(310)	(661)
Operating cash flow	844	93	6,270
<i>o/w Concessions</i>	<i>2,159</i>	<i>2,003</i>	<i>4,871</i>
<i>o/w VINCI Energies</i>	<i>(27)</i>	<i>(248)</i>	<i>602</i>
<i>o/w Cobra IS</i>	<i>(118)</i>	<i>(237)</i>	<i>130</i>
<i>o/w VINCI Construction</i>	<i>(1,198)</i>	<i>(1,361)</i>	<i>599</i>
Growth CAPEX in concessions & PPPs	(583)	(374)	(836)
Free cash flow (after CAPEX)	261	(281)	5,433

* Working Capital Requirement

** Of which non-recurring positive impact of €167 m linked to the restructuring of the acquisition debt of LGW

Cash flow statement (2/2)

in € million	H1 2023	H1 2022*	FY 2022
Free cash flow (after CAPEX)	261	(281)	5,433
Net financial investments and other cash flows	(651)	(748)	(2,677)
Cash flow before movements in share capital	(389)	(1,029)	2,757
Share capital increases and other operations	573	378	438
Dividends	(1,839)	(1,298)	(1,892)
Share buy backs	(251)	(905)	(1,100)
Net cash flow for the period	(1,906)	(2,853)	204
Consolidation impacts and others	(468)	264	799
Change in net financial debt	(2,374)	(2,589)	1,002

* H1 2022 figures adjusted from published financial statements as part of the final purchase price allocation for Cobra IS

Operating CAPEX

in € million	H1 2023	H1 2022	Δ 2023/2022	FY 2022
Concessions	77	58	+20	123
VINCI Autoroutes	11	13	-2	21
VINCI Airports*	62	41	+21	94
Other concessions**	5	4	+1	8
VINCI Energies	131	81	+49	214
Cobra IS	126	56	+70	465
VINCI Construction	470	368	+101	900
VINCI Immobilier and holdings	10	53	-43	65
Purchases of tangible and intangible assets	814	617	+197	1,767
Proceeds from disposals of tangible and intangible assets	(67)	(71)	+4	(165)
Operating CAPEX (net of disposals and other long-term advances)	747	546	+201	1,602

* Including London Gatwick capex

** VINCI Highways, VINCI Railways and VINCI Stadium

Growth CAPEX in concessions and PPPs

in € million	H1 2023	H1 2022	Δ 2023/2022	FY 2022
Concessions	510	352	+158	725
VINCI Autoroutes	288	288	-0	578
Of which: ASF	102	105	-3	227
Escota	73	77	-4	144
Cofiroute	107	100	+8	200
Arcos	5	6	-1	7
VINCI Airports	187	65	+122	152
Other concessions*	36	(1)	+37	(5)
VINCI Energies	(0)	(1)	+0	(2)
Cobra IS	75	29	+46	145
VINCI Construction	(2)	(6)	+4	(33)
Net growth CAPEX in concessions and PPPs	583	374	+209	836

* VINCI Highways, VINCI Railways and VINCI Stadium

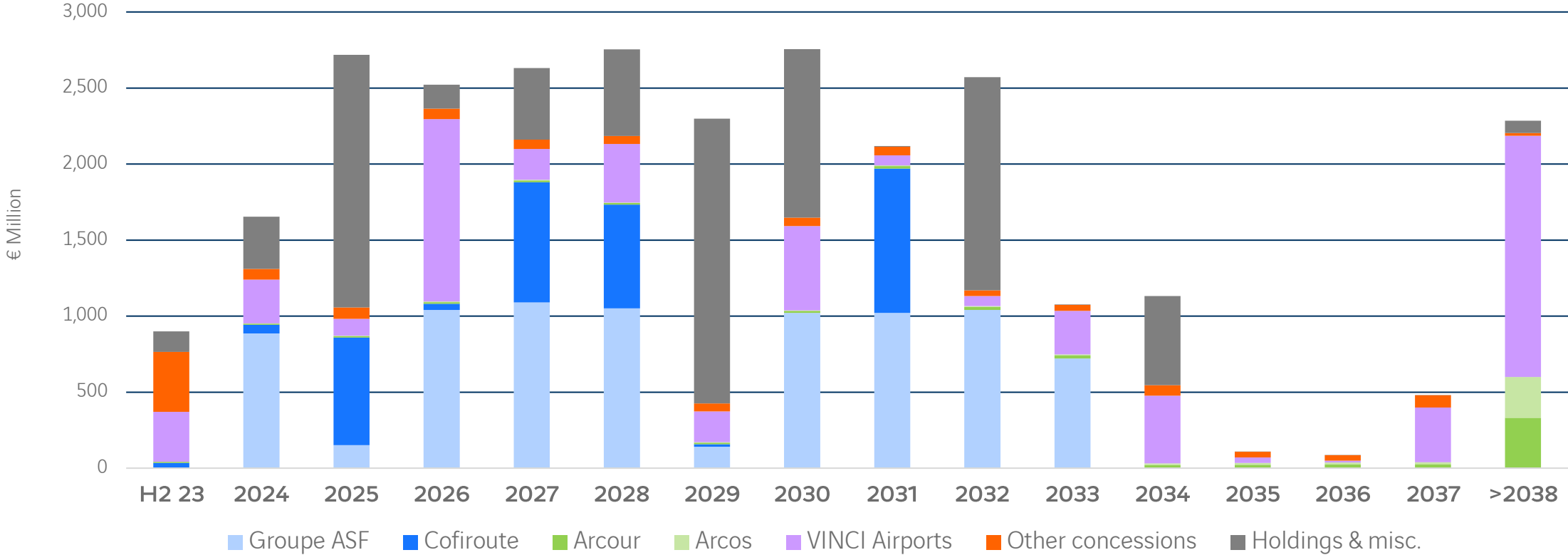
Net financial debt by business line

in € million	30 Jun. 2023	Of which external net debt	31 Dec. 2022	Of which external net debt	30 Jun. 2022	Of which external net debt
Concessions	(29,967)	(19,436)	(31,735)	(18,880)	(32,360)	(19,453)
VINCI Autoroutes	(16,374)	(12,381)	(16,985)	(12,578)	(17,088)	(13,257)
VINCI Airports	(9,434)	(6,246)	(11,131)	(5,674)	(11,251)	(5,488)
VINCI Highways	(2,332)	(868)	(2,271)	(678)	(2,323)	(741)
Other concessions*	(1,828)	59	(1,347)	50	(1,698)	33
VINCI Energies	(461)	473	(129)	532	(42)	404
Cobra IS	334	334	404	404	(125)	(125)
VINCI Construction	1,789	1,778	3,460	1,879	1,569	1,404
Holding cos & VINCI Immobilier	7,395	(4,059)	9,464	(2,471)	8,831	(4,358)
Net financial debt	(20,910)	(20,910)	(18,536)	(18,536)	(22,127)	(22,127)
<i>of which gross financial debt</i>	<i>(28,873)</i>		<i>(27,763)</i>		<i>(28,177)</i>	
<i>of which net cash managed</i>	<i>7,963</i>		<i>9,227</i>		<i>6,050</i>	

* VINCI Railways and VINCI Stadium

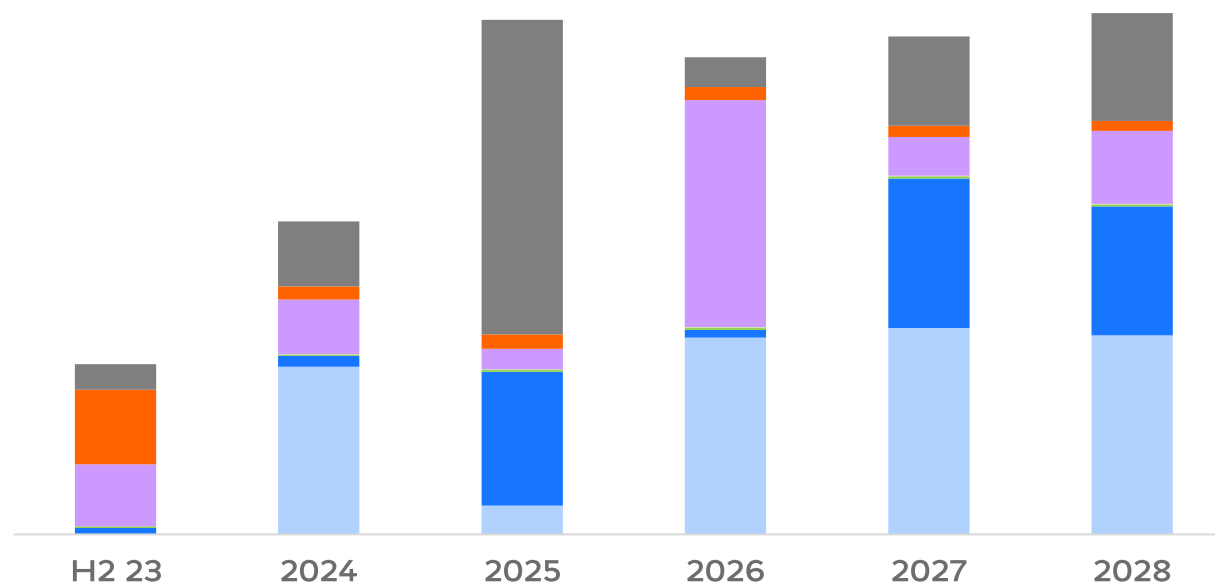
Maturity of LT gross financial debt

Average maturity of LT gross financial debt (€28.9 bn) as of 30 June 2023: 6.7 years*



* Concessions: 7.1 years - Holdings and other divisions: 5.7 years

Average cost of future debt repayments



Nominal amount in € million

900 1,654 2,719 2,522 2,632 2,754

Average rate*

5.99% 4.32% 3.55% 5.77% 3.46% 4.98%

* After hedging

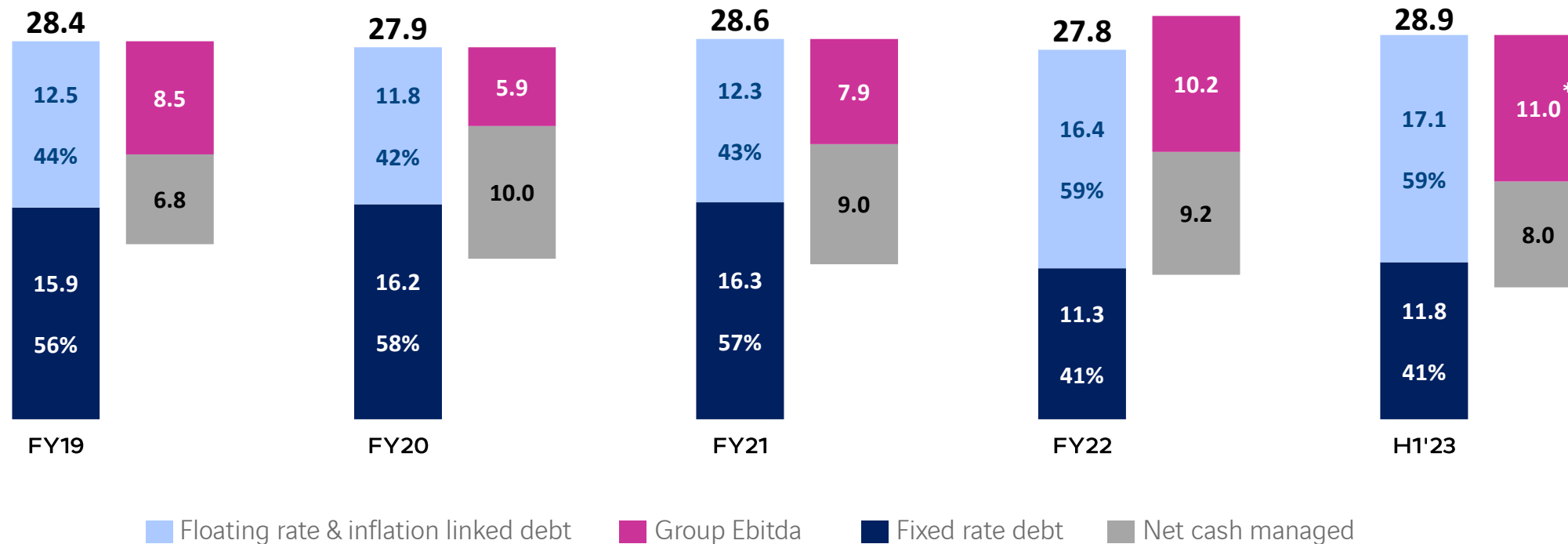
■ Groupe ASF
 ■ Cofiroute
 ■ Arcour
 ■ Arcos
 ■ VINCI Airports
 ■ Other concessions
 ■ Holdings & misc.

Natural hedging against interest-rate rises

Natural hedge between floating rate + inflation linked debt and Ebitda (linked to inflation) + net cash managed (remunerated based on short-term floating rate)

Gross financial debt breakdown between fixed and floating rates

(in € billion)



* As of 30/06/2023 (12-month basis)



Other information



Together!
**Design and
build**



Together!
**Comply
with ethical
principles**



Together!
**Accelerate
the environmental
transition**

Aiming for an all-round performance

A sustainable economic project is impossible without an ambitious social, workforce-related and environmental commitment.



Together!
**Promote
sustainable
careers**



Together!
**Share
the benefits
of our
performance**



Together!
**Engage
in civic
projects**



Together!
**Strive for
zero
accidents**



Together!
**Foster
equality and
diversity**

VINCI's businesses at the heart of the world's challenges



VINCI Autoroutes



VINCI Airports



VINCI Energies



Cobra IS



VINCI Construction

Strong growth drivers

VINCI's environmental ambition and 2022 performance



Act for the climate



Optimise resources thanks to circular economy



Preserve natural environments

2030 AMBITION

-40%

GHG emissions vs 2018 (scope 1 & 2)

-20%

GHG emissions vs 2019 (scope 3)

90%

low carbon concrete used by VINCI Construction



SCIENCE BASED TARGETS

2022 PERFORMANCE

2.1 mt

Scopes 1 & 2 emissions in 2022

-13%

GHG emissions in 2022 vs 2018 (scopes 1 & 2, adjusted for the impact of acquisitions)

38% of electricity

consumption from renewable sources in 2022 vs 25% in 2021

42 mt

Scope 3 emissions in 2022

30% low carbon concrete

used by VINCI Construction Buildings division in France in 2022

2030 AMBITION

20 mt

recycled materials produced by VINCI Construction

45%

recycled asphalt mix from VINCI Autoroutes reused on its own worksites

Zero waste

to landfill for all concessions

>50%

of VINCI Immobilier revenue from urban recycling operations

2022 PERFORMANCE

14 mt of recycled materials out of VINCI Construction total annual production in 2022

46% recycled asphalt

mix from VINCI Autoroutes reused on its own worksites in 2022

18 sites with zero waste to landfill at VINCI Concessions

57% of VINCI Immobilier

revenue generated through land recycling operations

>80% wood consumed by specialized subsidiaries certified for sustainable forest management

2030 AMBITION

Towards zero net loss of biodiversity

act4nature international

commitments

Zero net loss of natural land for VINCI Immobilier in France

2022 PERFORMANCE

41 sites

(over 48 in total) using zero phytosanitary products for VINCI Airports

-77%

phytosanitary products used by the concessions activities in 2022 vs 2018

Only **6%**

land take for VINCI Immobilier operations in France in 2022

€5.5 bn

revenues from environmentally accredited projects in 2022

VINCI's ESG ratings in 2022



42%
of eligible revenue

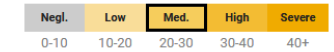
20%
of aligned revenue



	2022	2021	2020	2019
CDP Climate	A	A	A-	A-
CDP Water Security	B	B	B	B-
CDP Forest	C	C	C	submitted not scored



28.4 Medium Risk



MSCI
ESG RATINGS



Advanced

« Best in class » in 2022
(in heavy construction sector)



Transparency score: 98%

VINCI's social performance in 2022

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

4
Together!
Engage in civic projects

4,000

long-term unemployed people supported in 2022 on integration programmes

9,000

high-school students to be welcomed under the Give Me Five programme

€6.1m

of funding provided to non-profits by the Group's foundations (€55.5m in 20 years)

5
Together!
Strive for zero accidents

72%

of companies without lost-time occupational accidents

0.40

workplace accident severity rate

5.71

lost-time workplace accident frequency rate (constant decrease over the last 10 years)

2,536,278

training hours in health and safety

6
Together!
Foster equality and diversity

22.2%

female managers in 2022 (vs 18.5% in 2016)

17.3%

of women sitting on the management committees of Group companies in 2022 (vs 8.6% in 2018)

Objectives

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

7
Together!
Promote sustainable careers

5,762,283

hours of training provided in 2022

90.7%

permanent job contracts

8,617

young people under 25 years old recruited

88,715

people recruited worldwide

8
Together!
Share the benefits of our performance

More than **90%** of all employees can subscribe to an employee share ownership programme

€450m

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

Socio-economic footprint of VINCI's activities in France, by Utopies[©]



463,100 JOBS
SUPPORTED IN FRANCE,
I.E.

1.6%
OF NATIONAL JOBS



€13 billion OF PURCHASES
FROM FRENCH SUPPLIERS
AND

€4.2 billion
OF TAXES PAID
IN FRANCE



€35 billion
OF GDP CONTRIBUTION,
I.E.

1.5%
OF NATIONAL GDP

 **96.5%**
OF PURCHASES MADE IN FRANCE
FOR FRENCH ACTIVITIES

 **49%**
OF PURCHASES MADE
WITH VSEs/SMEs

VINCI's strategy



Long cycles/significant equity investments

Concessions

- Extension of the portfolio's average maturity
- Strengthening of the Group's footprint in mobility infrastructures (motorways, airports)
- Step up in the renewable energy market (solar PV, wind farm)

Short cycles/low equity investments

Energy & Construction

- Prioritise margin over revenue growth
- Rigorous risk monitoring / Selective approach to new projects
- Focus on high value added segments, in particular in the energy sector
- Geographic diversification



Leverage the strengths of our resilient, integrated concessions / energy / construction business model to win new projects



Accelerate international development



Aim for all-round performance (social, societal and environmental commitment)

VINCI 2022 key figures

€61.7 bn
Group revenue
(incl. holdings)

>120
countries where
VINCI operates

~4,000
number of
business units

~270,000
employees

>300,000
estimated number
of contracts

€55 bn
market cap. at
31 December 2022

Concessions

Energy

Construction

Real estate

Revenue
People

€ 6.0 bn
~6,000

€3.2 bn
~12,000

€16.7 bn
~90,000

€5.5 bn
~45,000

€29.3 bn
~116,000

€1.5 bn
~1,000

VINCI Autoroutes

VINCI Concessions*

VINCI Energies

Cobra IS

VINCI Construction

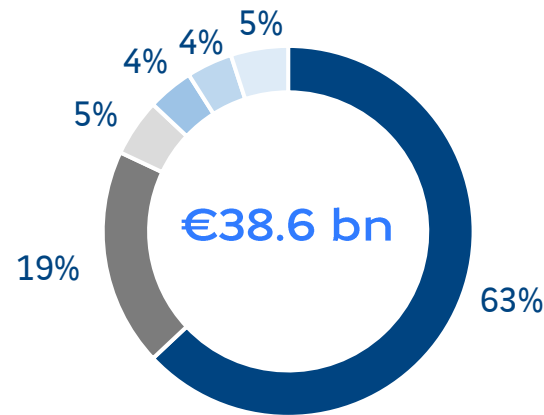
VINCI Immobilier



* VINCI Airports, VINCI Highways, VINCI Railways and VINCI Stadium

A growing international presence

2012 revenue geographic breakdown

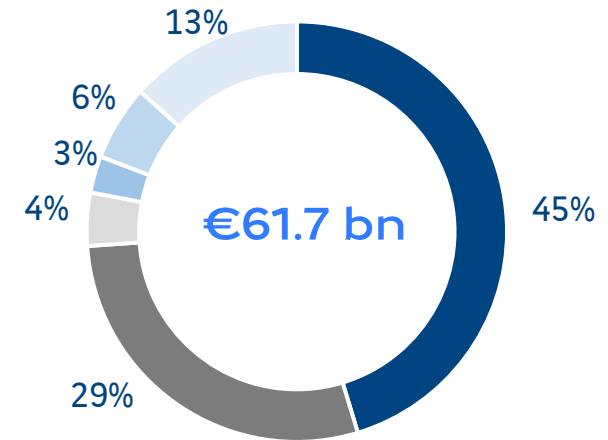


2012 Revenue

France €24.3 bn

International €14.3 bn

2022 revenue geographic breakdown



2022 Revenue

France €27.9 bn

International €33.7 bn

INCREASED INTERNATIONAL EXPOSURE

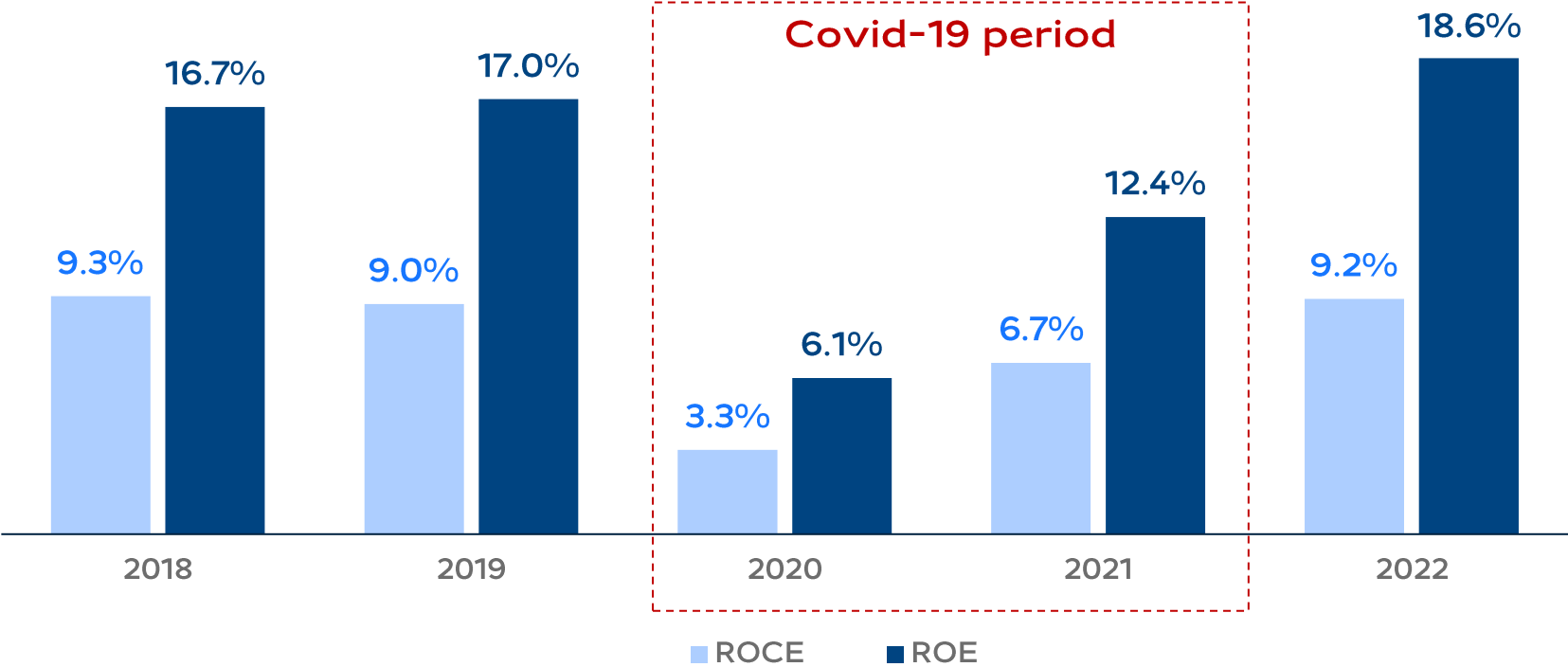
CAGR 2012/2022

France +1.4%

International +9.0%

- France
- Western Europe (ex. France)
- Central and Eastern Europe
- Africa
- Asia/Middle East/Oceania
- Americas

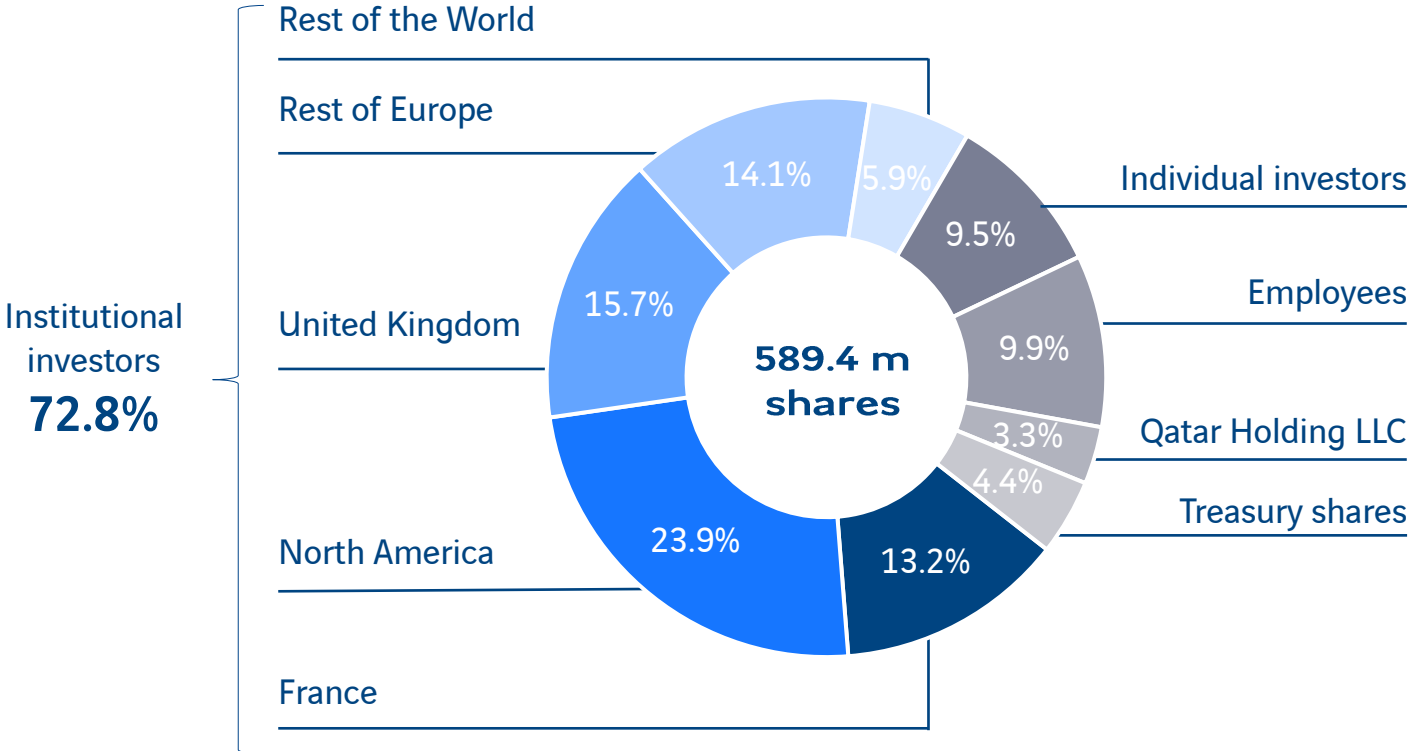
ROCE now back to pre-covid levels, ROE at its highest level



Return on capital employed (ROCE) is net operating income after tax excluding non-recurring items (NOPAT), divided by the average capital employed between the opening and closing balance sheet positions for the financial year in question.

Return on equity (ROE) is net income for the current period attributable to owners of the parent, divided by equity excluding non controlling interests at the previous year end.

Shareholder base at 31 December 2022



Shareholding structure*

- Almost **1,000** institutional investors
- Approximately **300,000** individual shareholders
- **~160,000** Group employees and former employees are shareholders, including approximately **35,000** outside France

* Based on available information

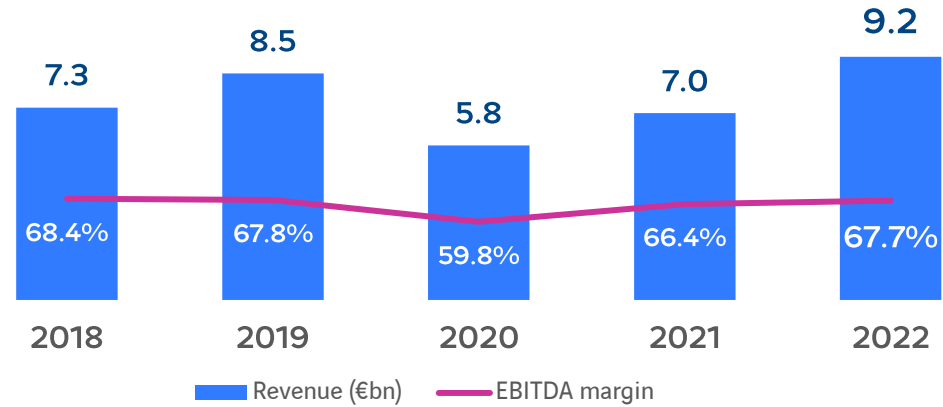
An aerial photograph of a two-lane asphalt road that curves through a dense, lush green forest. The road has white dashed lines for lane markings. The trees are a mix of deciduous and coniferous, with vibrant green foliage. The lighting suggests a bright day, with some shadows cast on the road and forest floor.

Business line profiles

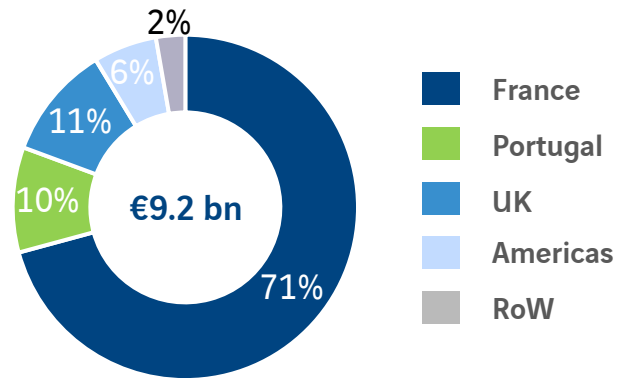


Concessions Profile

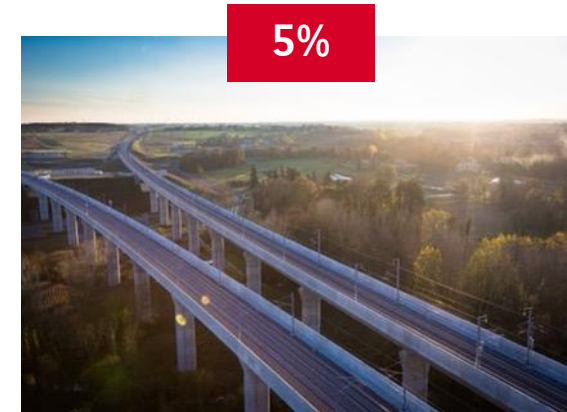
Revenue and Ebitda margin over the last 5 years



2022 revenue by geographical area



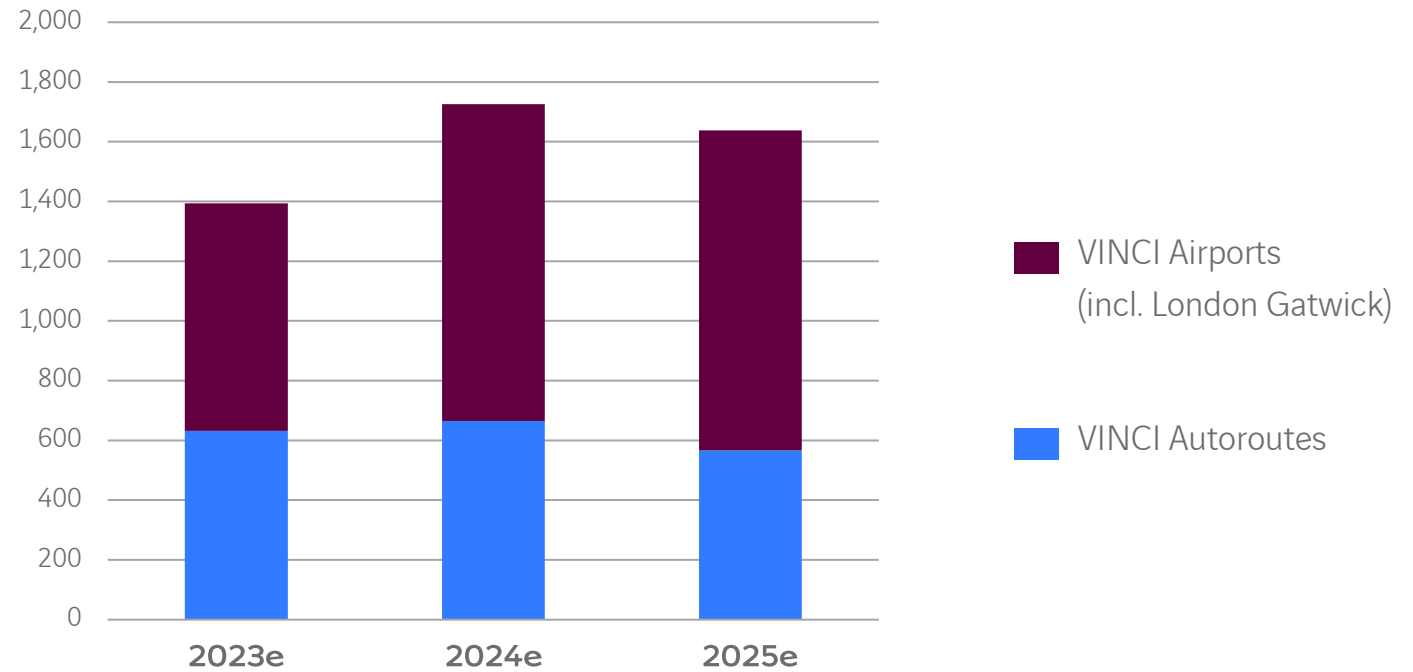
Concessions Profile



Revenue	€6.0 bn	€2.7 bn	€0.5 bn
Ebitda	€4.4 bn	€1.6 bn	€0.2 bn
Ebitda margin	73.6%	59.0%	41.8%



Concessions capex forecasts*



As of 30 June 2023 and including fully consolidated assets only

VINCI Airports passenger numbers



Passenger traffic (in thousands of pax)*	H1 2023	Change H1 23/H1 22	Change H1 23/H1 19
Portugal (ANA)	30,757	+29%	+12%
o/w Lisbon	15,882	+31%	+8.7%
United Kingdom	21,199	+38%	-16%
o/w London Gatwick	18,490	+41%	-17%
Mexico	12,593	+20%	+14%
o/w Monterrey	6,102	+28%	+15%
France	8,292	+19%	-17%
o/w ADL (Lyon)	4,770	+24%	-16%
Cambodia	2,480	3.7x	-59%
USA	4,857	+3.6%	-3.8%
Brazil	5,566	+2.0%	-5.6%
Serbia	3,287	+53%	+26%
Dominican republic	3,216	+15%	+14%
Total fully consolidated subsidiaries	92,248	+27.2%	-4.2%
Japan (40%)	18,729	2.3x	-27%
Chile (40%)	11,134	+28%	-12%
Costa Rica (45%)	929	+17%	+26%
Rennes-Dinard (49%)	311	+5.4%	-33%
Total equity-accounted subsidiaries*	31,103	+72.4%	-21.1%
Total passengers managed by VINCI Airports*	123,351	+36.2%	-9.1%

* Including 100% of equity accounted companies traffic on a full period

2023 FIRST HALF RESULTS





VINCI Autoroutes

VINCI Autoroutes

France's leading toll road concession operator

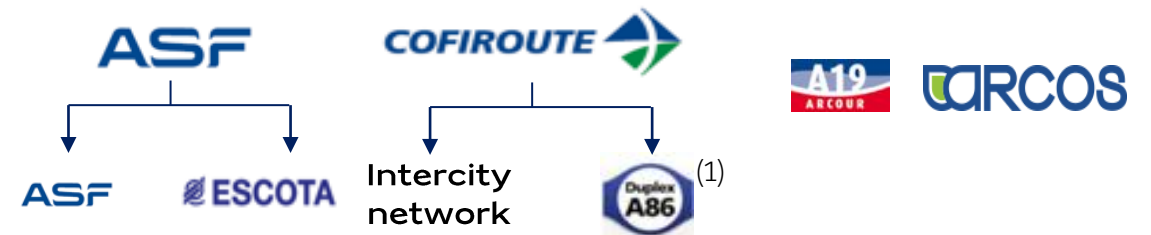


- ASF
- ESCOTA
- A355: Arcos: Western Strasbourg bypass
- Cofiroute
- A19-Arcour

4,443 km
under concession

approx. **50%**
of conceded French
toll roads

>35%
of total motorway
network in France



End of concession	Apr. 2036	Feb. 2032	Jun. 2034	Dec. 2086	Dec. 2070	Jan. 2070
Network size	2,737 km	471 km	1,100 km	11 km	101 km	24 km

(1) Toll tunnel connecting Rueil-Malmaison to Versailles and Vélizy

VINCI Autoroutes

Contractually CPI-linked tariffs

Contractual framework of toll increases (LVs)

	ASF	Escota	Cofiroute Intercity Network
2023*	4.82%	4.68%	4.53%
After 2023	70% x i	70% x i	70% x i

i = Consumer price index excl. tobacco products at end October Y-1

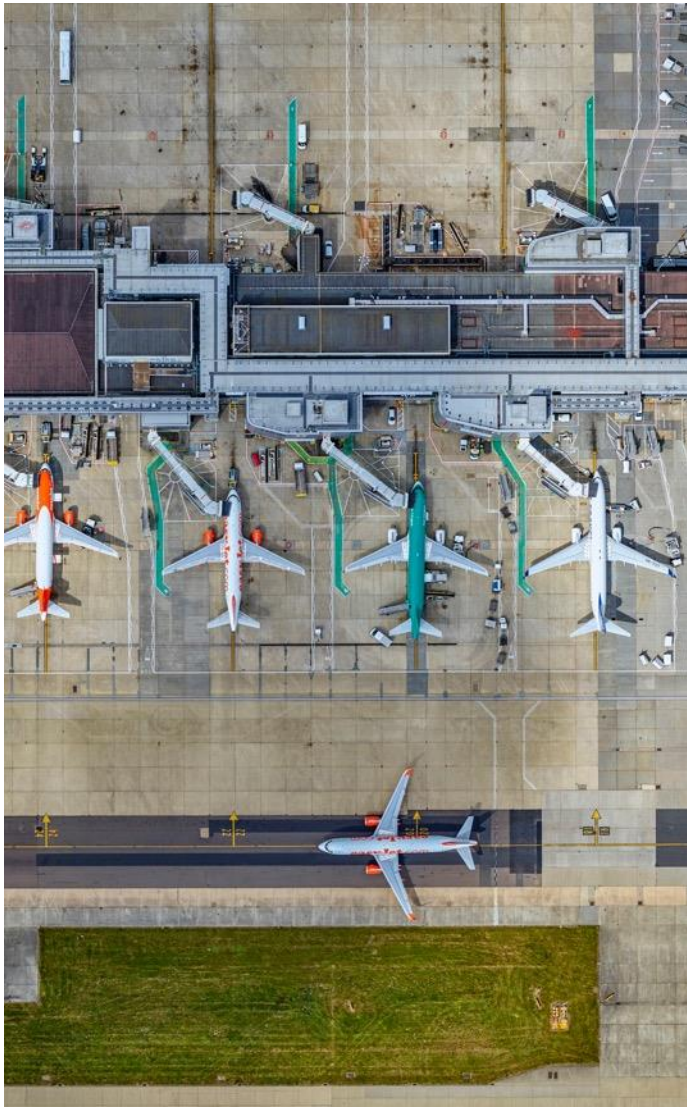
* Applied on 1 February 2023



VINCI Airports

2023 FIRST HALF RESULTS





VINCI Airports

The world's largest private-sector airport operator

The most geographically diversified airport operator

72
platforms in
13
countries

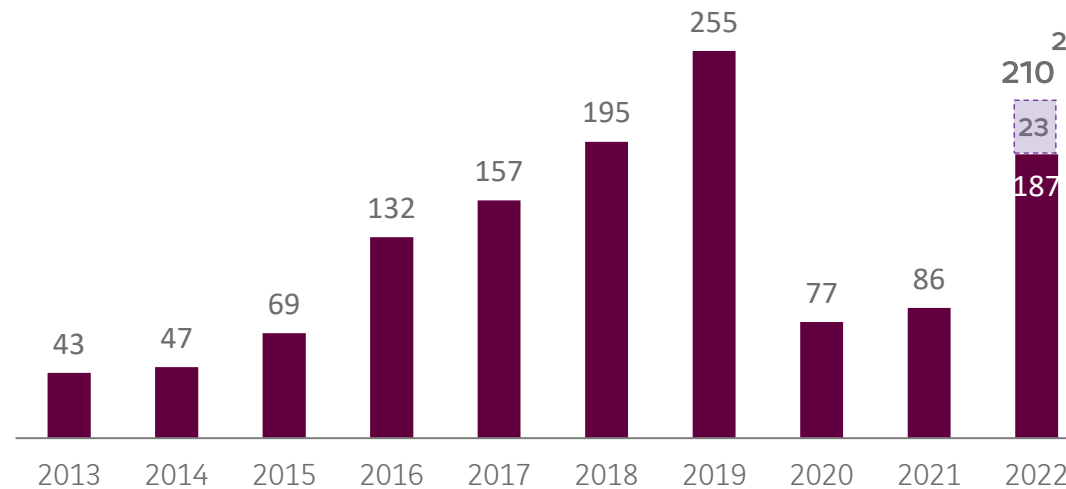




VINCI Airports

The world's largest private-sector airport operator

Passengers traffic¹ (millions of pax.)

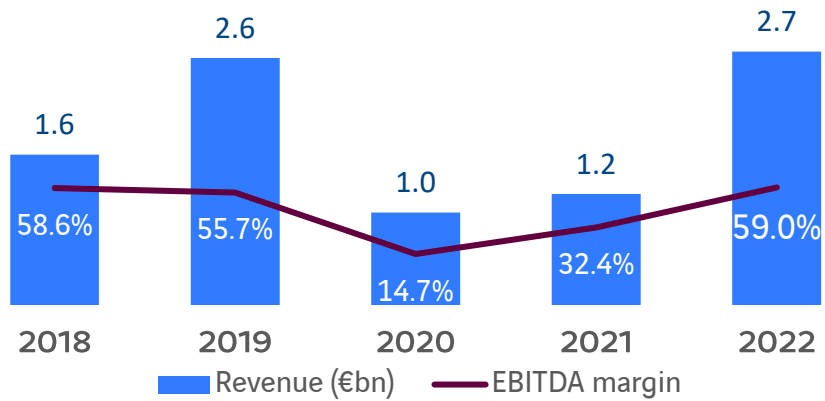


- 1 Data at 100% irrespective of percentage held
Data include airport passenger numbers on a full-year basis
- 2 Including passenger numbers relating to OMA airports whose acquisition was completed in December 2022 (23 mpax in 2022)

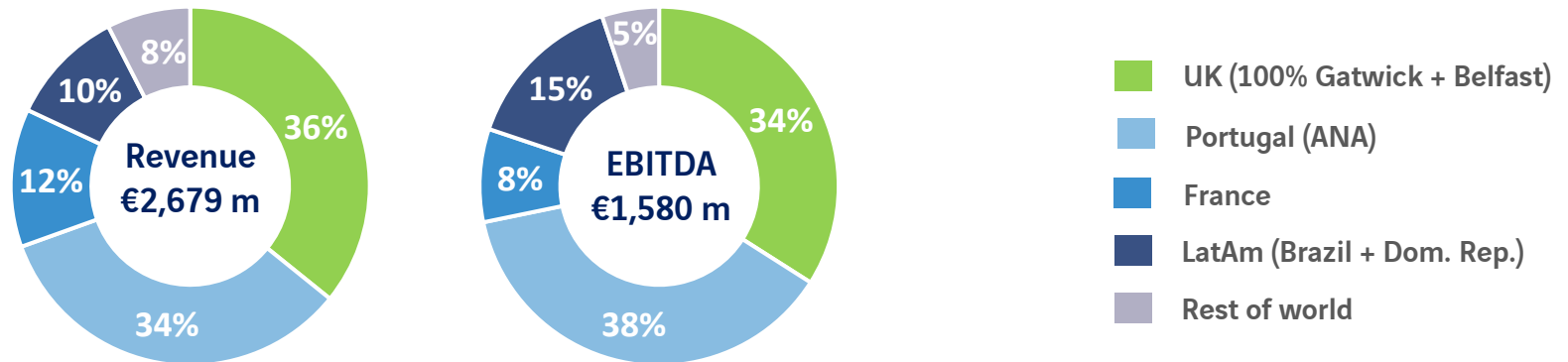


VINCI Airports financials

Revenue and Ebitda margin over the past 5 years



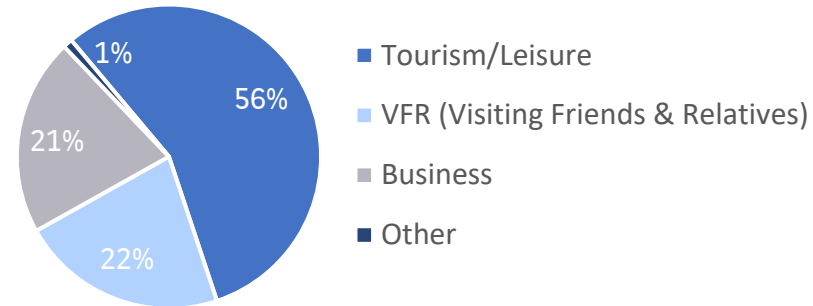
VINCI Airports 2022 revenue and EBITDA by country





VINCI Airports traffic split

Traffic breakdown by segment* (FY 2019)



Breakdown of seats by destination (FY 2019)



* Estimates based on internal surveys realised in the airports

VINCI Airports network (1/2)

Country	Name	Description	mpax in 2019	mpax in 2022	End of concession	VINCI share	Traffic risk	Consolidation
UK	London Gatwick	Freehold	46.6	32.8	-	50%	Yes	Full consolidation
	Belfast International	Freehold	6.3	4.8	2993	100%	Yes	Full consolidation
Portugal	ANA (10 airports in Lisbon, Porto, Faro, Madeira, Azores islands)	Concession	59.1	55.7	2063	100%	Yes	Full consolidation
	<i>Of which Lisbon airport</i>		31.2	28.3				
Japan	Kansai airports (Kansai International, Osaka Itami, Kobe)	Concession	51.8	22.2	2060	40%	Yes	Equity method
	<i>Of which Kansai International</i>		31.9	7.9				
Chile	Santiago	Concession	24.6	18.7	2035	40%	Yes	Equity method
Mexico	OMA (Monterrey international, Culiacan, Ciudad Juarez, Chihuahua, Mazatlan and 8 other regional and tourist airports)	Concession	23.2	23.2	2048	29.99%	Yes	Full consolidation
	<i>Of which Monterrey international</i>		11.2	10.9				
France	Lyon airports (Lyon-Bron, Lyon Saint-Exupéry)	Concession	11.8	8.6	2047	30.6%	Yes	Full consolidation
	Chambéry, Clermont-Ferrand, Grenoble, Pays d'Ancenis	DSP*	0.9	0.5	2025 to 2029	100%	Yes	Full consolidation
	Bretagne Rennes & Dinard	DSP*	0.9	0.6	2024	49%	Yes	Equity method
	Aéroports du Grand Ouest (Nantes Atlantique, Saint-Nazaire)	Concession	7.2	5.8	2021**	85%	Yes	Full consolidation
	Toulon-Hyères	Concession	0.5	0.4	2040	100%	Yes	Full consolidation
	Anecy Mont-Blanc	Concession	n.a.	n.a.	2036	100%	Yes	Full consolidation
Cambodia	Phnom Penh, Siem Reap, Sihanoukville	Concession	11.6	2.4	2040	70%	Yes	Full consolidation

* DSP (outsourced public service)

** The termination of the concession for reasons of general interest was decreed on 24 October 2019. The termination is intended to take effect at the latest on the signature date of the new concession contract

VINCI Airports network (2/2)

Country	Name	Description	mpax in 2019	mpax in 2022	End of concession	VINCI share	Traffic risk	Consolidation
USA	Orlando-Sanford	Concession	3.3	2.8	2039	100%	Yes	Full consolidation
	4 airports: Hollywood Burbank Airport in California, Atlantic City in New Jersey, Macon Downtown Airport and Middle Georgia Airport in Georgia	Management Contracts	7.1	6.9	n.a	100%	No	Full consolidation
Brazil	Salvador	Concession	7.8	6.7	2047	100%	Yes	Full consolidation
	7 airports in the North Region: Manaus, Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé	Concession	4.7	4.5	2051	100%	Yes	Full consolidation
Serbia	Belgrade	Concession	6.2	5.6	2043	100%	Yes	Full consolidation
Dominican Republic	Aerodom (Santo Domingo, Puerto Plata, Samana, La Isabela, Barahona, El Catay)	Concession	5.6	6.0	2030	100%	Yes	Full consolidation
Costa Rica	Guanacaste	Concession	1.2	1.4	2030	45%	Yes	Equity method
Cape Verde	The 7 airports of the Cape Verde archipelago	Concession	2.8	2.2	2063	100%	Yes	Full consolidation

In 2022:

- VINCI Airports **sold its stake in Stockholm Skavsta Airport management company** where SunMind, subsidiary of VINCI Concessions, signed an agreement to develop a photovoltaic power plant on the airport's site (100 MW)
- VINCI Airports **signed an agreement for the acquisition of a 29.99% stake in the concession company OMA**, which operates 13 airports in Mexico (23 mpax in 2019, end of concession in 2048). The financial closing was completed in December 2022

In 2023:

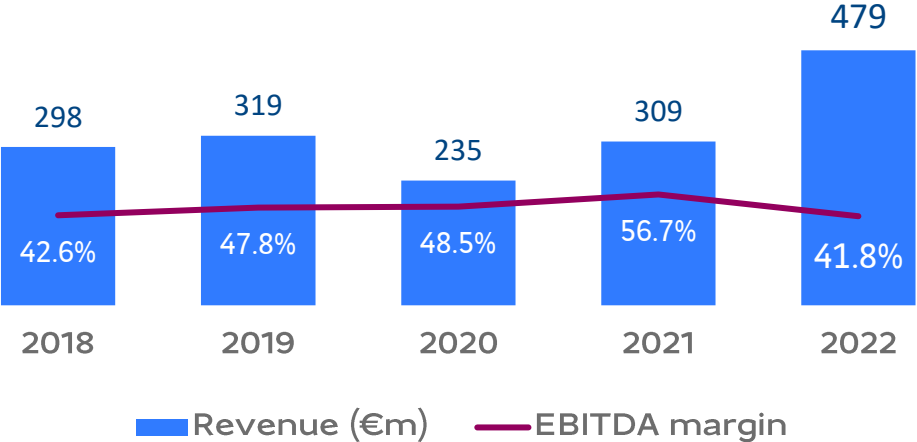
- VINCI Airports **closed in July a 40-year concession agreement for the 7 airports of Cape Verde** (2.8 mpax in 2019)



VINCI Highways
VINCI Railways
VINCI Stadium

VINCI Highways and other concessions*

Revenue over the past 5 years



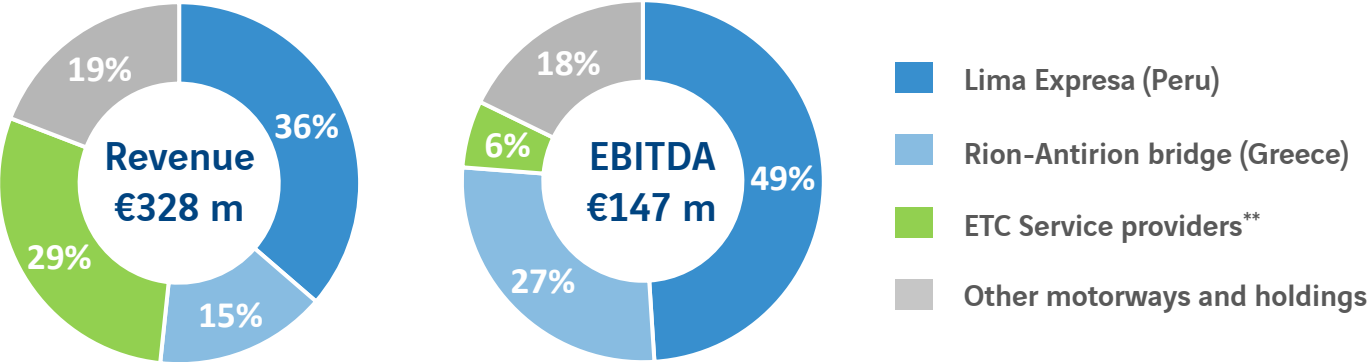
Equity invested

(VINCI Highways + VINCI Railways)

€2.4 bn

At 31 Dec. 2022

VINCI Highways 2022 revenue and EBITDA breakdowns



* VINCI Railways and VINCI Stadium

** Includes TollPlus, which has been fully consolidated within the Group's financial statements since April 22

VINCI Highways (1/2)

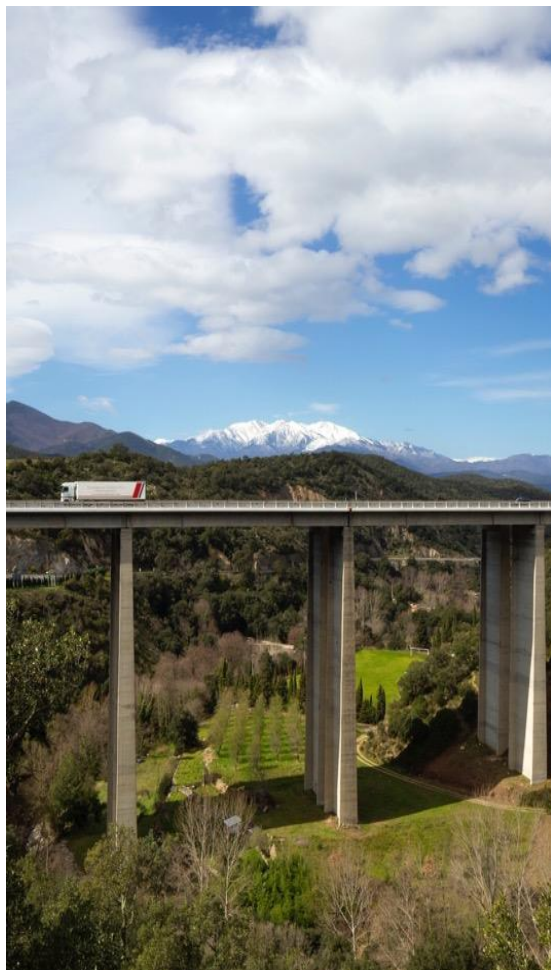
Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
Road Infrastructure							
Germany	Motorway	A7 Bockenem-Göttingen	60 km	2047	50%	no	Equity method
	Motorway	A4 Horselberg	45 km	2037	50%	yes	Equity method
	Motorway	A9 Thuringia/Bavarian border	47 km	2031	50%	no	Equity method
	Motorway	A5 Malsch-Offenburg	60 km	2039	54%	yes	Equity method
	Motorway	B247 Mühlhausen-Bad Langensalza	28 km	2051	50%	no	Equity method
UK	Public highway network	Hounslow PFI	432 km roads; 735 km sidewalks	2037	50%	no	Equity method
	Public highway network	Isle of Wight PFI	821 km roads; 767 km sidewalks	2038	50%	no	Equity method
	Bypass	Newport Southern crossing	10 km	2042	50%	yes	Equity method
Slovakia	Motorway	Expressway R1	51 km	2041	50%	no	Equity method
Czech Republic	Motorway	D4 Via Salis	47 km	2049	50%	no	Equity method
Greece	Motorway	Athens-Corinth-Patras-Pyrgos	201 km + 75 km under construction	2038 / 2044	29.9%	yes	Equity method
	Motorway	Maliakos-Kleidi	230 km	2038	15.3%	yes	Equity method
Canada	Motorway	Regina bypass	61 km (2x2 lanes)	2049	37.5%	no	Equity method
Russia	Motorway	Moscow-St Petersburg (Sections 1&2)	43 km	2040	50%	yes	Equity method
Russia	Motorway	Moscow-St Petersburg (Sections 7&8)	138 km	2041	40%	no	Equity method
Peru	Ringroad	Lima Expresa *	25 km	2049	100%	yes	Full consolidation
Brazil	Motorway	Entrevias	570 km	2047	55%	yes	Equity method
Colombia	Motorway	Bogota-Girardot (Vía 40)	141 km + 65km (3 rd lane) under construction	2046	75%	yes	Full consolidation**

Concession or PPP infrastructure under construction

* International arbitration procedure ongoing following a termination request by the grantor

** In 2023, VINCI acquired from Conconcreto a 25% stake in the concession company of the Vía 40, increasing its stake to 75%. The company is now fully consolidated

VINCI Highways (2/2)



Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
Bridges & Tunnels							
France	Tunnel	Prado Carénage	2.1 km road tunnel, Marseille	2033	34.2%	yes	Equity method
	Tunnel	Prado Sud	1.9 km road tunnel, Marseille	2055	58.5%	yes	Equity method
Canada	Bridge	Confederation bridge	Prince Edward Island - mainland	2032	85%*	yes	Full consolidation*
Greece	Bridge	Rion-Antirion	2.9 km mainland-Peloponnese link	2039	72.3%**	yes	Full consolidation
Portugal	Bridge	Lusoponte	Vasco de Gama - Lusoponte	2030	49.5%***	yes	Equity method
USA	Bridge & Tunnel	Ohio River Bridge	Bridge (762 mtrs) and tunnel (512 mtrs), Louisville, KY	2051	33.3%	no	Equity method

* In 2022, VINCI acquired from OMERS Infrastructure a 65% stake in SCDI (management company of the Confederation bridge), increasing its total stake to 85%. The company is now fully consolidated

** VINCI acquired from Aktor a 14.9% stake in the concession company of the Rion-Antirion bridge, increasing its majority stake to 72.3%

*** VINCI brought its stake in Lusoponte up to 49.5% in 2022 (from 41%) after the execution of the pre-emption right of both VINCI Concessions and Lineas to acquire Atlantia's 17.2% stake

VINCI Stadium



Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
France	Stadium	Stade de France	80,000 seats, Paris	2025	67%	yes	Full consolidation
	Stadium	Marie-Marvingt	25,000 seats, Le Mans	2044	100%	yes	Full consolidation
	Stadium	Allianz Riviera	36,000 seats, Nice	2041	50%	yes	Equity method
	Stadium	Matmut Atlantique	42,000 seats, Bordeaux	2045	50%	yes	Equity method

VINCI Railways and other concessions

VINCI Railways

Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
France	Rail	GSM-Rail	Ground-train communication system on 16,000 km of track	2025	70%	no	Equity method
	Rail	SEA High-Speed-Rail	302 km of high-speed rail line between Tours and Bordeaux	2061	33.4%	yes	Equity method

Other concessions

Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
France	Building	Park Azur	Car rental centre, Nice Airport	2040	100%	no	Full consolidation
	Energy	Lucitea	Public lighting, Rouen	2027	100%	no	Full consolidation
	Bus	TCSP Martinique	Operation and maintenance of bus route and vehicles	2035	100%	no	Full consolidation
	Hydraulic	Bameo	Operation & maintenance of 31 dams on the Aisne and Meuse rivers	2043	50%	no	Equity method

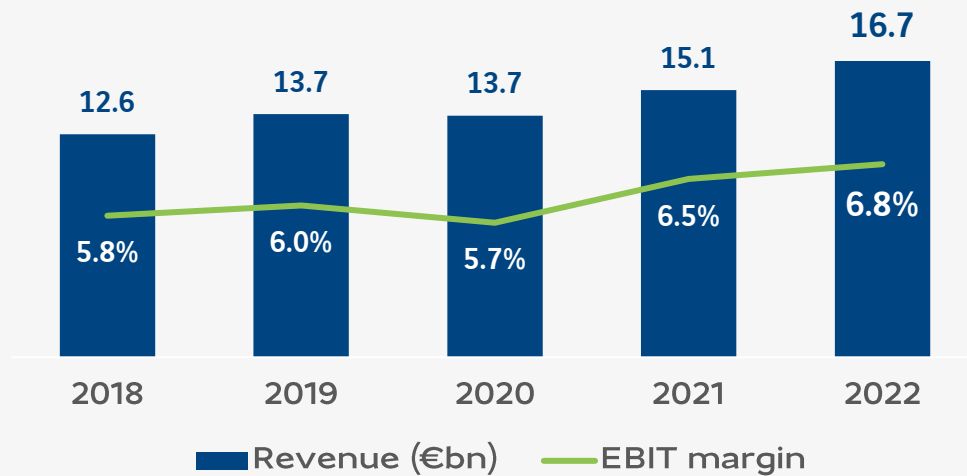


VINCI Energies

VINCI Energies

Making energy transition and digital transformation a reality

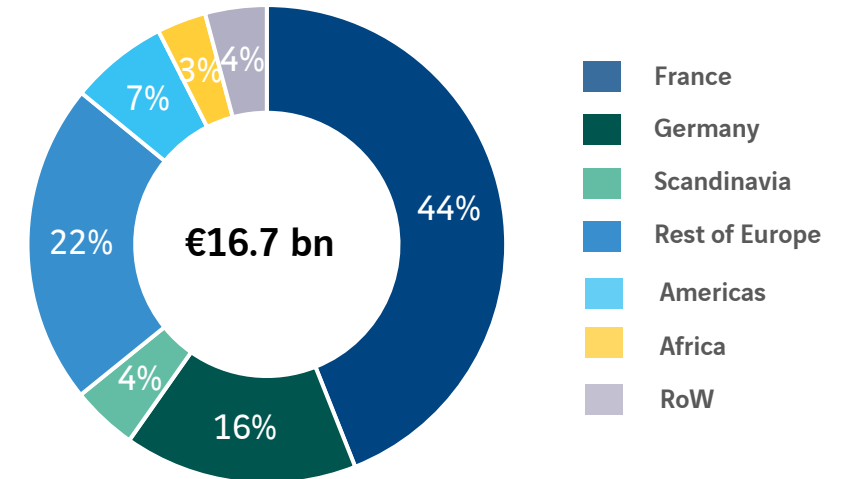
Revenue and Ebit margin over the past 5 years



€63 k
Average contract size

~1,900 Business units

2022 revenue by geographical area



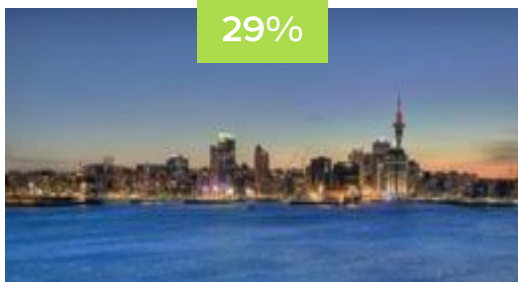
Est. Revenue split	Public	Non public
France	10%	34%
International	7%	50%
Total	17%	83%

VINCI Energies

Making energy transition and digital transformation a reality

Infrastructure (energies and transport)

Technical equipment and management systems
Renewable energies and storage
Electric mobility



Industry

Process operation and control
Electrical, mechanical and thermal engineering /
Energy efficiency / Automation
Mechanical and robotics



Building Solutions

Electrical systems
Heating, ventilation, air conditioning
Building protection / Smart building
Maintenance / Facilities management



ICT (Information & Communication Technology)

Telecom Infrastructures / Cloud & Data Center
Infrastructures / Enterprise Networks and digital
workspace / Data analysis and business applications
/ Cybersecurity



XX % = % of the division's 2022 revenue

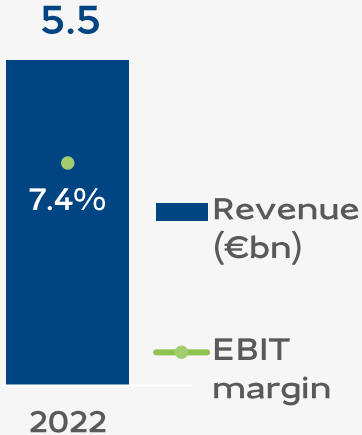


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A leading company in applied industrial engineering and specialised services and a global player in the energy sector

2022 Revenue and Ebit margin

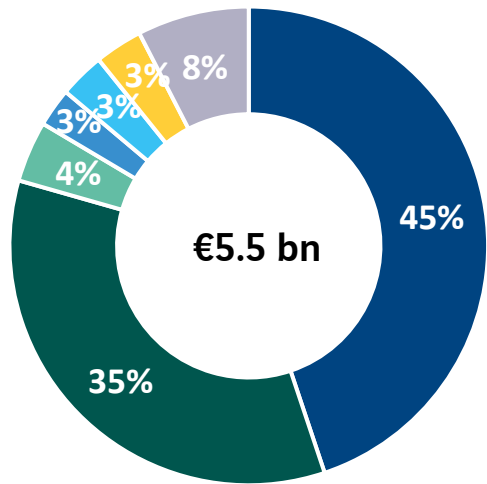


0.6 GW under production
1.4 GW nearly ready-to-build

€205 m
Average contract size in EPC projects

~550 Business units

2022 revenue by geographical area



- Spain
- Latin America
- Germany
- Portugal
- Africa
- Middle East
- RoW

Est. Revenue split	Public	Non public
Spain	16%	29%
International	16%	39%
Total	31%	69%

Cobra IS

A leading company in applied industrial engineering and specialised services and a global player in the energy sector

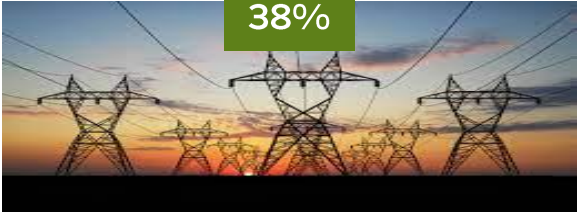
Network

Maintenance of energy infrastructure (LV & MV transmission lines, gas and water facilities)
Maintenance of industrial equipment



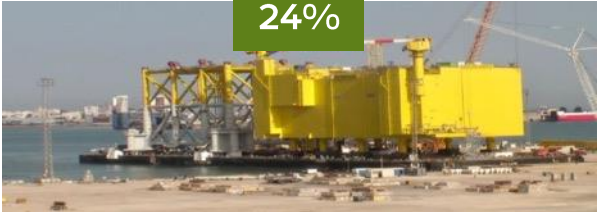
Specialized products

Installation & Maintenance (HV transmission lines, telecom infrastructures)
O&G services
Electric and Mechanical engineering



Integrated projects

Primarily energy infrastructure projects (renewable, O&G, water infrastructures)



Control systems

Instrumentation, control and security systems
Maintenance of public infrastructure (incl. public lightning)



XX % = % of the division's 2022 revenue



VINCI Construction

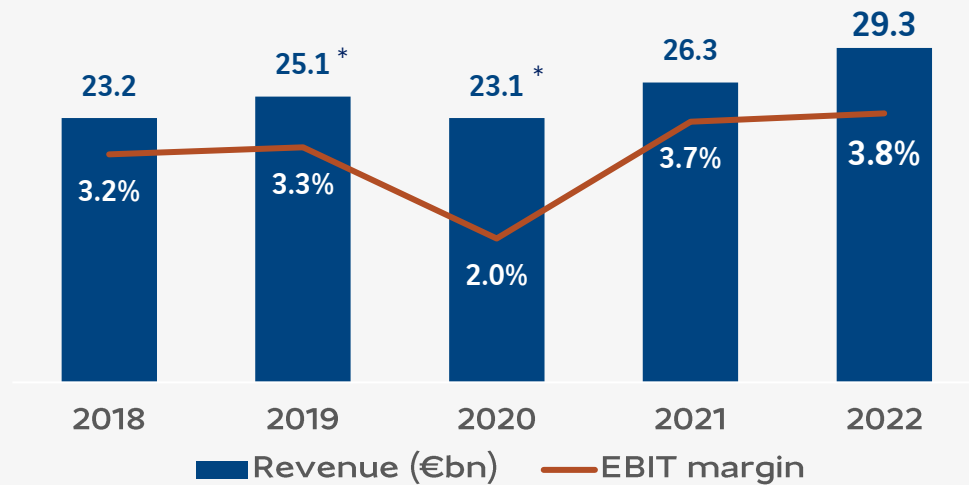
VINCI Construction

France's leading construction company and a major global player

€400 k
Average contract size

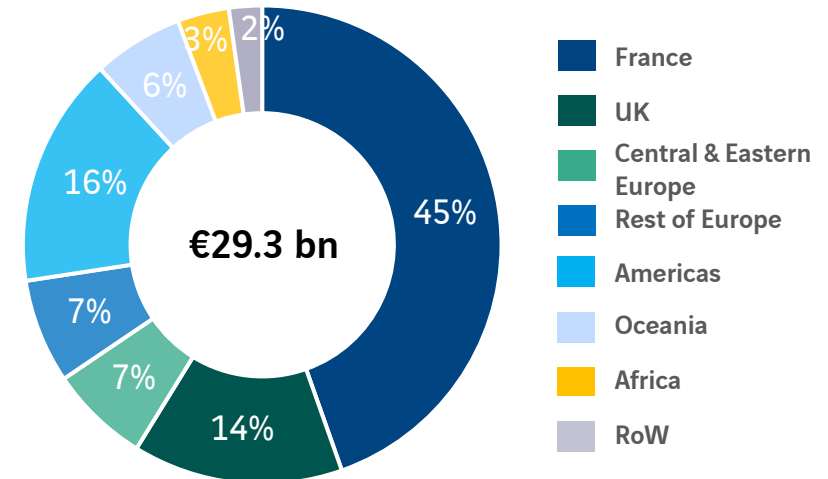
~1,350 Business Units

Revenue and Ebit margin over the past 5 years



* 2019 and 2020 proforma data for VINCI Construction, i.e. after intra-business line eliminations

2022 revenue by geographical area



Est. Revenue split	Public	Non public
France	24%	20%
International	32%	23%
Total	56%	44%

VINCI Construction

France’s leading construction company
and a major global player

Buildings

Non residential / Residential
Refurbishment / New build

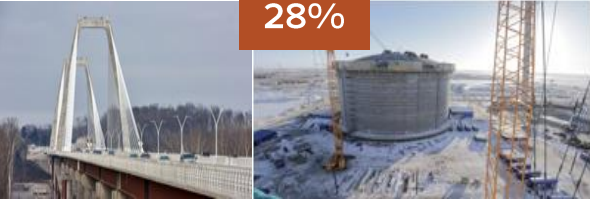
20%



Civil works

Civil engineering
Geotechnical engineering
Structural engineering
Nuclear civil works

28%



Roads

Roadworks
Maintenance and management of roads and
motorways
Asphalt industries: 380 asphalt production plants
and 40 binder manufacturing plants
Aggregates: 400 quarries (3.1 bn tonnes of reserves)
& 230 recycling sites producing 89 m tonnes of
aggregates per year (Group share), o/w 14 m
recycled

42%



Networks

Railworks
Earthworks
Water infrastructure

10%



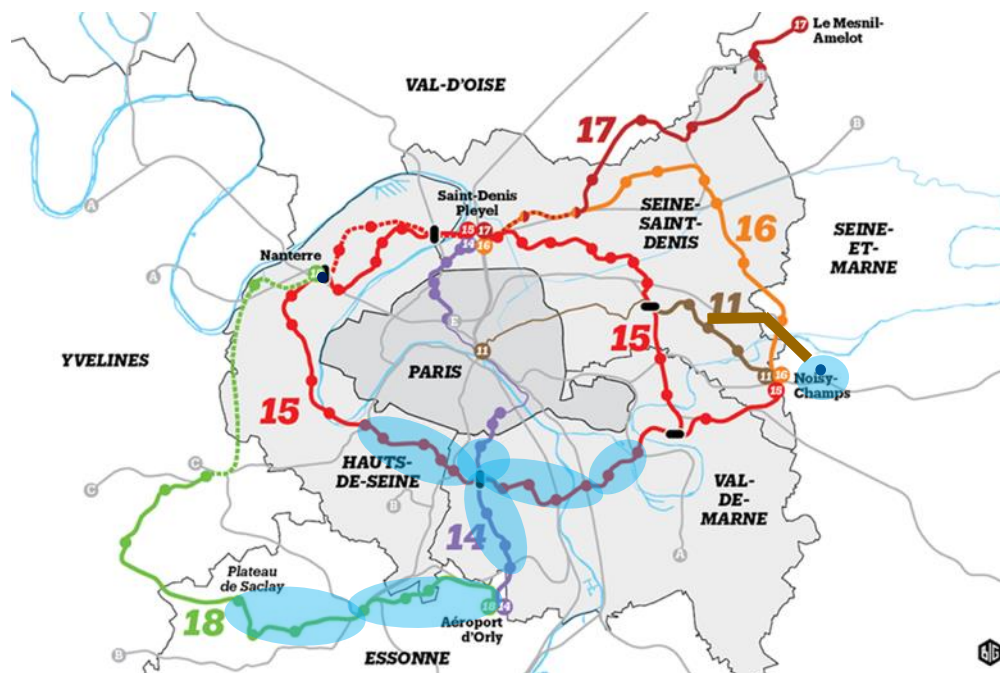
XX % = % of the division’s 2022 revenue

The Grand Paris Express project

€4.9 bn attributed to VINCI entities as of December 2022

Works packages won in 2022

4 new metro lines around Paris and 2 line extensions



Line 18
(3 overhead stations)

Line 15
(interior design works of two stations: Bry-Villiers-Champigny and Chatillon Montrouge)

Around
€36 bn
Construction budget*

200 km
Automatic metro lines

68
New stations

Expected completion in
2030

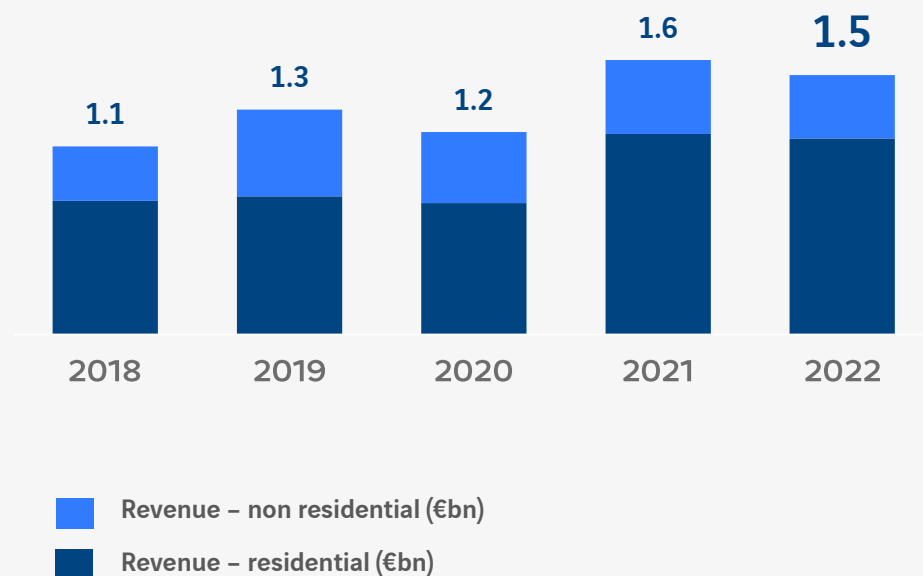
* source: Société du Grand Paris



VINCI Immobilier

VINCI Immobilier

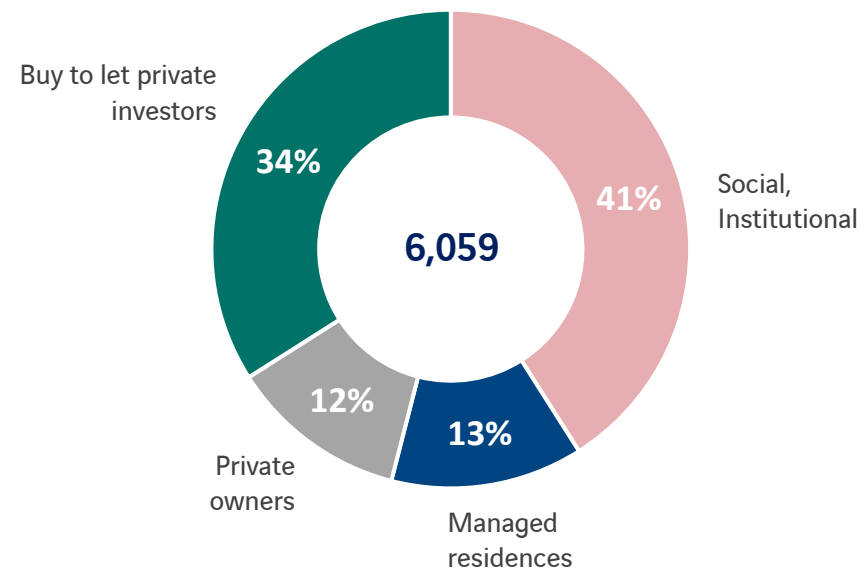
Revenue over the past 5 years



€1.7 bn 2022 managed revenue*

Presence in 24 cities in France
(+ in Monaco and Poland)

2022 reservations by destination



* Including VINCI Immobilier's share in joint developments

VINCI Immobilier

Residential Real Estate

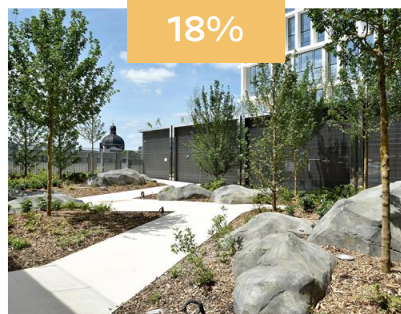
Non-residential Real Estate

Services

Housing / Managed residences



Offices



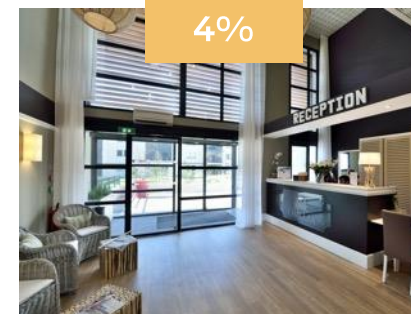
Stores



Hotels



37 managed residences (senior & student)



XX % = % of the division's 2022 revenue

Notes

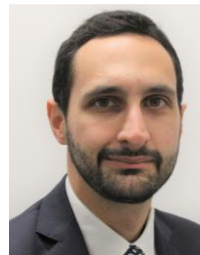
Team



Grégoire THIBAULT
Head of investor relations

gregoire.thibault@vinci.com

+33 1 57 98 63 84



Boris VALET
Deputy head of investor relations

boris.valet@vinci.com

+33 1 57 98 62 84



Céline LOUVET
Investor relations assistant/
roadshow coordinator

celine.louvet@vinci.com

+33 1 57 98 66 54



Marie RICHARD
Investor relations officer

marie.richard@vinci.com

Agenda

29

August 2023

VINCI Autoroutes and VINCI Airports traffic in July 2023

18

September 2023

VINCI Autoroutes and VINCI Airports traffic in August 2023

12

October 2023

Q3 2023 VINCI Airports passenger numbers

26

October 2023

VINCI Q3 2023 revenue publication

12

December 2023

Cobra IS investor day in Madrid



28 JULY 2023 - PARIS