

GROUP



REVENUE⁽¹⁾

€48.1 billion

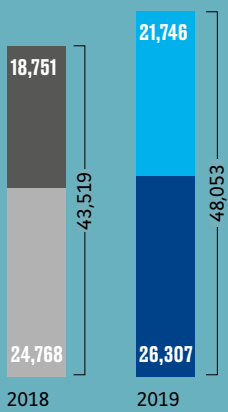


NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

€3,260 million

REVENUE⁽¹⁾

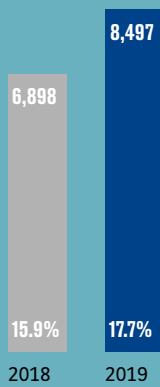
(in €m)



■ France ■ International

EBITDA⁽³⁾

(in €m and as a percentage of revenue⁽¹⁾)



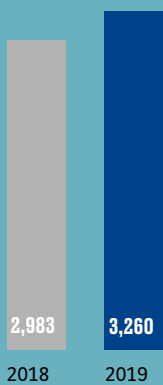
OPERATING INCOME FROM ORDINARY ACTIVITIES

(in €m and as a percentage of revenue⁽¹⁾)



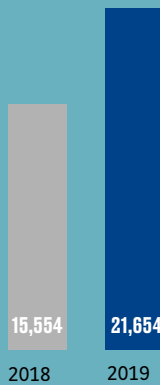
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT

(in €m)



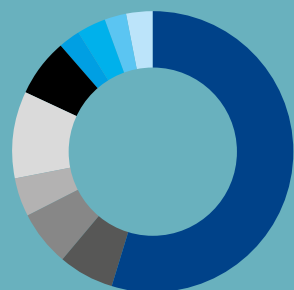
NET FINANCIAL DEBT AT 31 DECEMBER

(in €m)



REVENUE⁽¹⁾ BY GEOGRAPHICAL AREA

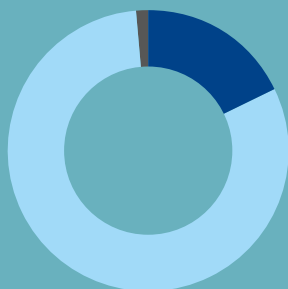
(in €m and as a percentage)



Geographical Area	Revenue (€m)	Percentage
France	26,307	54.7%
Germany	3,140	6.5%
United Kingdom	3,002	6.2%
Central and Eastern Europe	2,219	4.6%
Rest of Europe	4,745	9.9%
North America	3,166	6.6%
Central and South America	1,264	2.6%
Africa	1,603	3.3%
Russia, Asia and Middle East	1,248	2.6%
Oceania	1,359	2.8%

REVENUE⁽¹⁾ BY BUSINESS

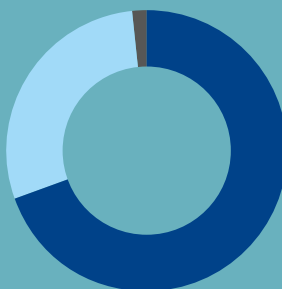
(in €m and as a percentage)



■ Concessions	8,544	17.8%
■ Contracting	38,884	80.9%
■ Property and intragroup eliminations	625	1.3%

OPERATING INCOME FROM ORDINARY ACTIVITIES BY BUSINESS

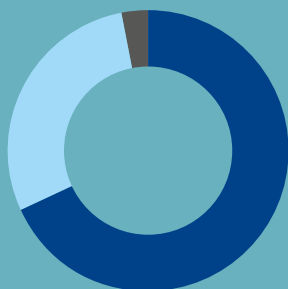
(in €m and as a percentage)



■ Concessions	3,989	69.6%
■ Contracting	1,654	28.8%
■ Property and holding companies	92	1.6%

EBITDA⁽³⁾ BY BUSINESS

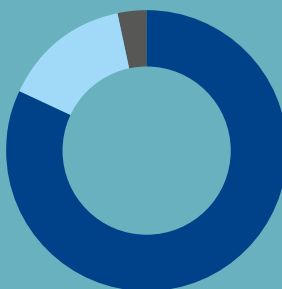
(in €m and as a percentage)



■ Concessions	5,796	68.2%
■ Contracting	2,446	28.8%
■ Property and holding companies	254	3.0%

CAPITAL EMPLOYED⁽²⁾

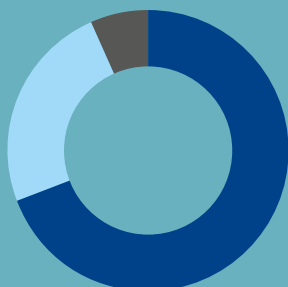
(in €m and as a percentage)



■ Concessions	41,030	82.0%
■ Contracting	7,426	14.9%
■ Property and holding companies	1,545	3.1%

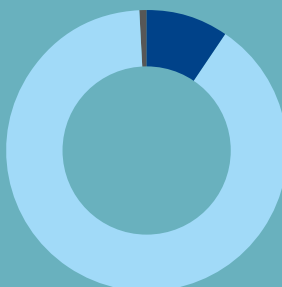
NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT BY BUSINESS

(in €m and as a percentage)



■ Concessions	2,255	69.2%
■ Contracting	792	24.3%
■ Property and holding companies	213	6.5%

WORKFORCE⁽²⁾



■ Concessions	21,342	9.6%
■ Contracting	199,711	89.8%
■ Property and holding companies	1,344	0.6%

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies (2019: €699m). See glossary (page 375).

(2) At 31 December 2019.

(3) Cash flows from operations before tax and financing costs including IFRS 16 impact of €575m in 2019.

See glossary (page 375).

GROUP



MARKET CAPITALISATION
AT 31 DECEMBER 2019

€60 billion



BUSINESS UNITS⁽¹⁾

3,200



WORKSITES⁽¹⁾

290,000



OPERATIONS IN

120 countries



EMPLOYEES WORLDWIDE⁽²⁾

222,397



130-year

HISTORY



72% GROUP COMPANIES
WITH NO LOST-TIME
WORKPLACE ACCIDENTS⁽²⁾



Credit ratings

STANDARD & POOR'S:

A-/A2 POSITIVE OUTLOOK

MOODY'S:

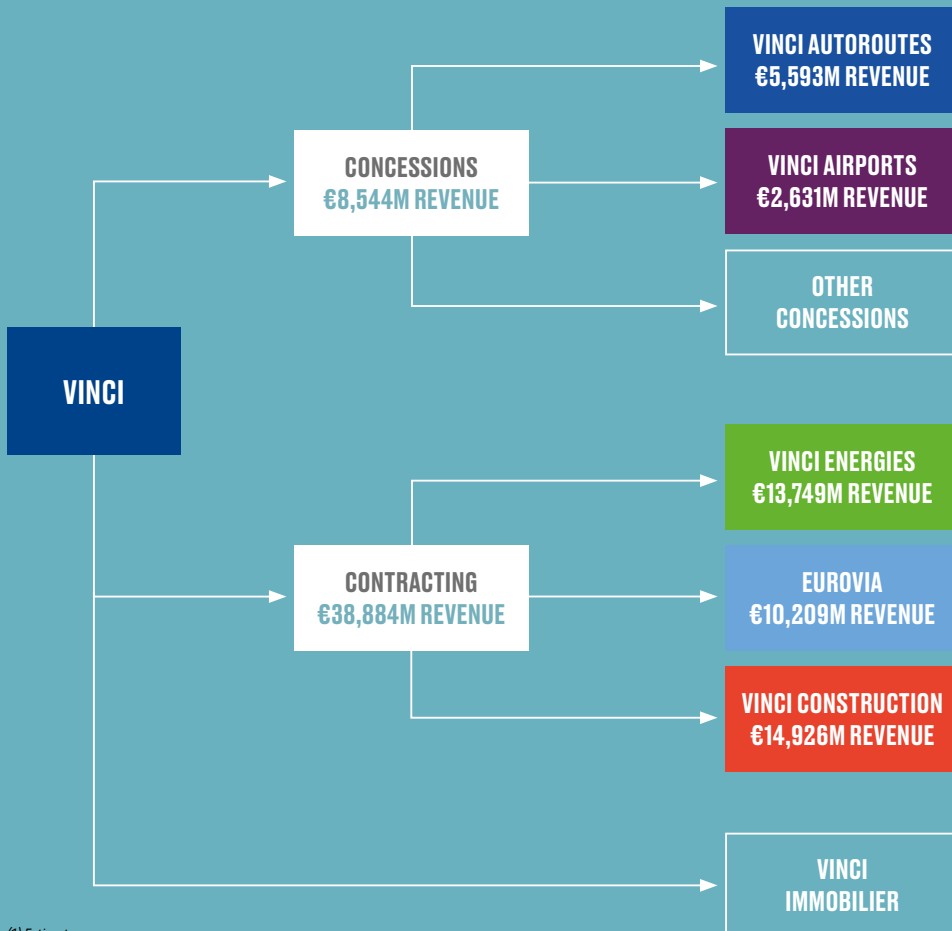
A3/P1 STABLE OUTLOOK



World leader

IN CONCESSIONS
AND CONSTRUCTION

SIMPLIFIED ORGANISATION CHART



(1) Estimates.

(2) At 31 December 2019.

CREATION OF VALUE SHARED WITH THE GROUP'S STAKEHOLDERS

VINCI CREATES LONG-TERM VALUE FOR ITS CLIENTS, SHAREHOLDERS, EMPLOYEES AND PARTNERS, AND SHARES THE BENEFITS OF ITS PERFORMANCE WITH A LARGE NUMBER OF INTERNAL AND EXTERNAL STAKEHOLDERS IN ALL THE REGIONS WHERE THE GROUP OPERATES.

REVENUE⁽¹⁾:
€48.1 billion



TOTAL TAXES PAID⁽¹⁾⁽²⁾:

€2.8 billion

VINCI IS ONE OF THE FIVE BIGGEST TAXPAYERS IN FRANCE



EMPLOYEE SHAREHOLDERS⁽³⁾:

**8.8% OF
SHARE CAPITAL**

REPRESENTING 142,000 FORMER
AND CURRENT EMPLOYEES,
OF WHOM 31,000 OUTSIDE FRANCE



EMPLOYEE REMUNERATION⁽¹⁾:

€10.8 billion



DIVIDENDS PAID⁽¹⁾:

€1.8 billion



PURCHASES MADE⁽¹⁾:

€27.0 billion



VINCI'S CONTRIBUTION
TO FRENCH GDP⁽⁴⁾:

€35 billion



⁽¹⁾ In 2019.

⁽²⁾ Taxes and other obligatory payments on operating income and income tax expense.

⁽³⁾ At 31 December 2019.

⁽⁴⁾ Utopies study, 31 December 2018. See page 210.