

An aerial photograph of a modern, multi-lane highway in Greece. The road is dark asphalt with white lane markings and arrows. It curves through a landscape with residential buildings, greenery, and mountains in the background. A bridge is visible in the distance. The sky is blue with scattered white clouds. A semi-transparent dark grey box is overlaid on the right side of the image, containing the text "2022 first half results" and "29 July 2022".

2022 first half results

29 July 2022

Contract signed to extend by 75km the motorway Corinth-Patras to Pyrgos (Greece)

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 Highways: acquisition of the remaining 70% stake in TollPlus Inc (a technology solutions provider for mobility infrastructures), now 100%-owned





Cobra IS: contract to implement and maintain the electromechanical infrastructure of the Femernbelt Tunnel (Germany / Denmark)





VINCI Immobilier: Hangar Y project, involving the remediation of 9 hectares of land and the creation of a major centre for cultural exhibitions and tourism near Meudon (France)



H1 2022 highlights

Xavier Huillard, Chairman and CEO



Revenue growth, higher earnings in each division



VINCI Airports: stronger recovery in passenger numbers

VINCI Autoroutes: traffic above pre-pandemic levels

VINCI Energies and VINCI Construction: higher business levels – improvement of margins

Cobra IS: good integration in line with expectations



Sharp increase in consolidated net income



Satisfactory renewal of the order book



2022 guidance confirmed



Interim dividend proposed for 2022: €1.0 per share

Revenue

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

28,517

+26%
+31%

Ebit

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

2,890

+1,291
+601

Ebitda*

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

4,526

+1,394
+901

Free cash flow

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

(281)

-662
-596

Net income

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

1,900

+1,218**
+541

Diluted net income/share (€)

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

3.34

+2.15
+0.91

Net financial debt

Δ since 30 June 2021
Δ since 30 June 2019

(22,127)

-3,530***
+2,113

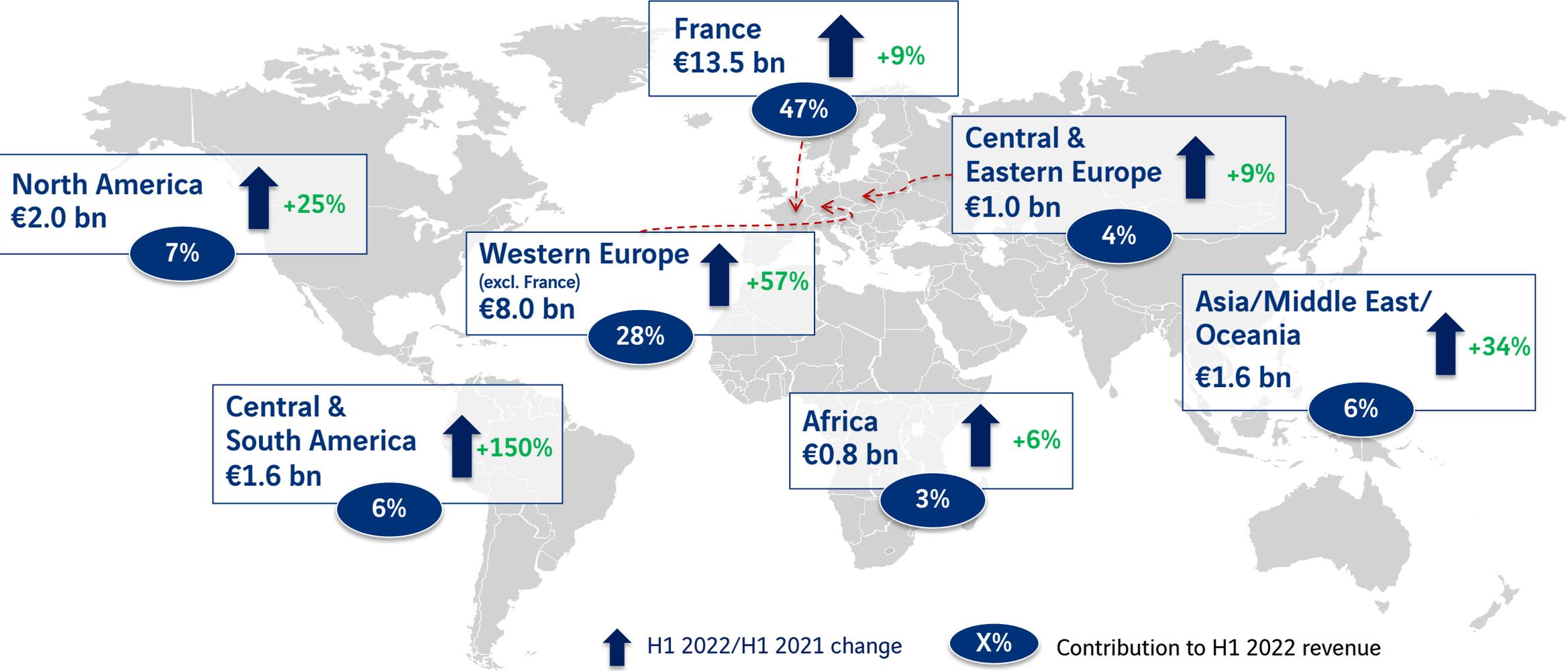
Data in € million
(unless otherwise specified)

* Cash flow from operations before tax and financing costs.

** +€1,023 m excluding a €195 m non-recurring deferred tax expense in the UK accounted for in H1 2021 without cash impact.

*** O/w €(4.2) bn from the acquisition of Cobra IS

International: 53% of H1 2022 revenue



For the first time, more than 50% of the revenue coming from outside France

Key takeaways

- Sharp rebound in traffic compared to H1 2021 (+18% of which LV +21% and HV +4%)
- H1 2022 traffic levels above those of 2019 (+2.1%)
 - LV +1.3%, despite the surge in oil prices since March
 - HV +6.3%, reflecting good economic activity in France and the continuing development of e-commerce

Revenue

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

€**2,816** m
+18%
+8%

Ebitda

Δ H1 2022/H1 2021

€**2.1** bn
+€309 m

Ebitda/Revenue

75.1%
vs 75.4% in H1 21

Total traffic change

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

+18.2%
+2.1%

Of which:



+21.3%
+1.3%



+4.2%
+6.3%

Key takeaways

- Stronger recovery in passenger numbers: H1 22 pax down 36% vs H1 19 (-46% in Q1 22, -27% in Q2 22)
- June 2022 traffic down 25% vs June 2019
- Traffic now very close to the pre-crisis level at several airports, notably in Portugal and in the Americas
- Strong upturn in Ebit and free cash flow in H1 22, now positive after 2 loss-making years due to the pandemic

Revenue

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

€1,126 m
X3
+5%

Ebitda

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

€632 m
+€635 m
+€24 m

Ebitda/Revenue

56.1%
vs (0.9)% in H1 21
vs 56.8% in H1 19

VINCI Airports passenger numbers* in H1 2022 (vs H1 2019)

Total
80.1 mPax*
-36% vs H1 19
x3.2 vs H1 21

of which :

Portugal	23.9 mPax -13%	France	7.2 mPax -31%
UK	15.4 mPax -39%	Dom. Rep.	2.8 mPax -1%
Japan	8.2 mPax -68%	Brazil	5.5 mPax -8%

(*) Data at 100%, irrespective of percentage held, including airport passenger numbers over the full period.
Passenger numbers at Skavsta airport (Sweden) have been excluded following its disposal in May 2022.

Revenue

Δ H1 2022/H1 2021

€**219** m

+61%

Ebitda

Δ H1 2022/H1 2021

€**96** m

+24%

Ebitda/Revenue

43.9%

vs 56.9%
in H1 2021

VINCI Highways



VINCI Railways

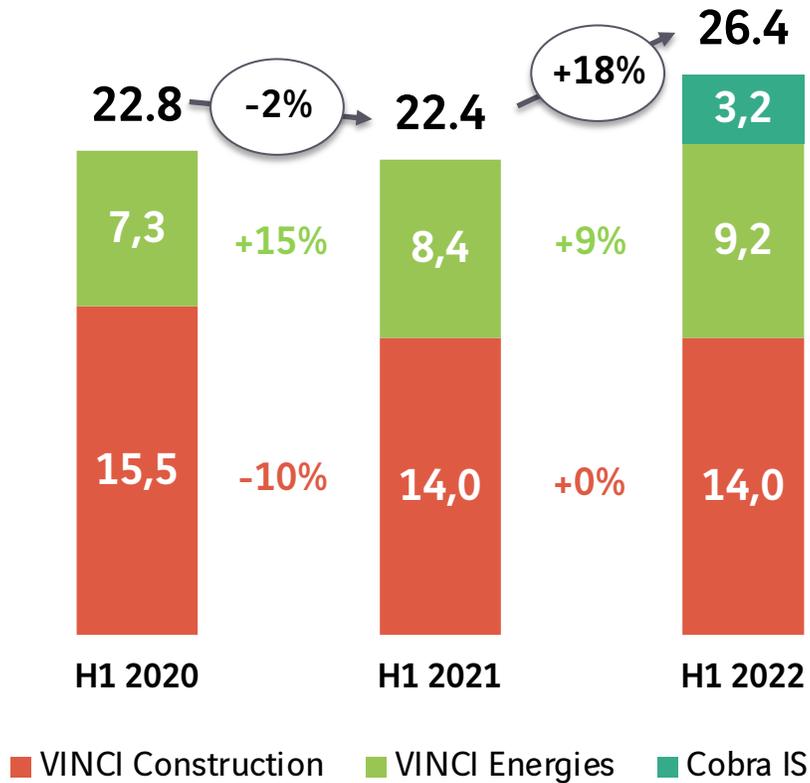


VINCI Stadium

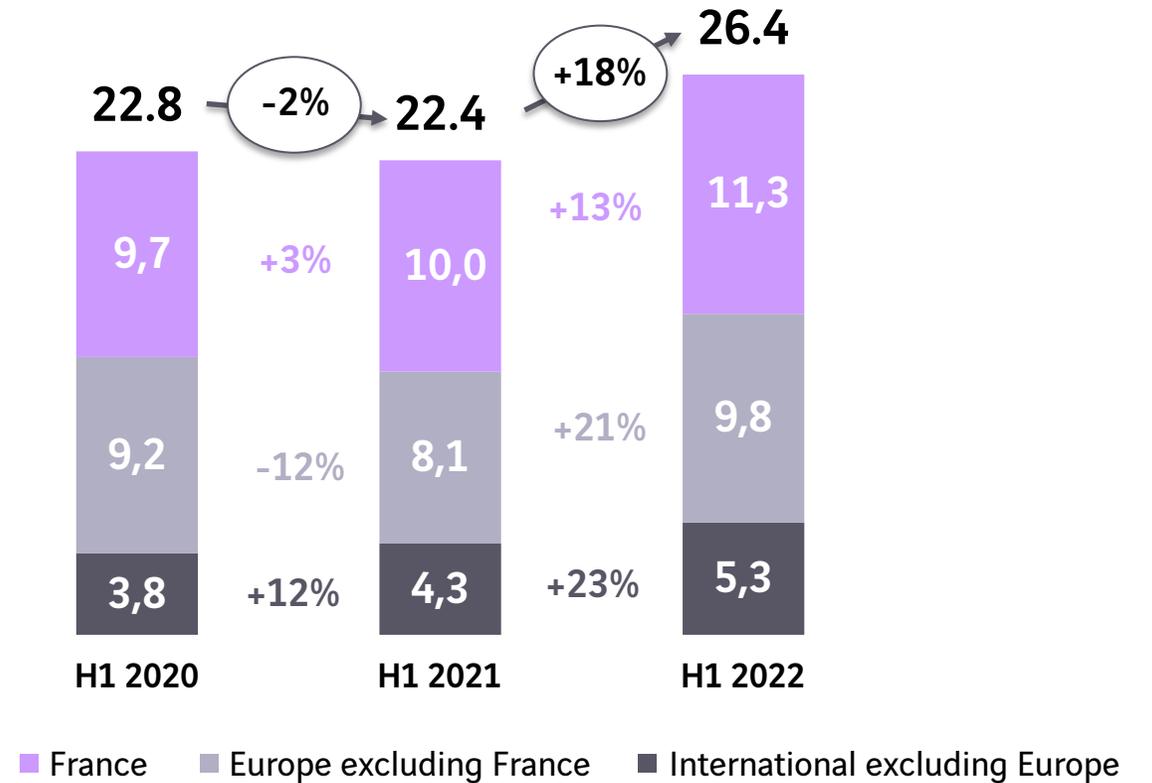


VINCI Construction and VINCI Energies order intake at €23.2 bn, +4% yoy fuelled by flow business
Cobra IS order intake at a high level (€3.2 bn)

By business line (in € billion)



By geographical area (in € billion)



Key takeaways

- Revenue up vs H1 2021 (+8% actual, +6% lfl)**
 - ✓ France revenue up 7% (+6% lfl)
 - ✓ International revenue up 10% (+5% lfl). Increases mainly in Europe, North America and Oceania
- Acceleration in Q2 22 (+10% vs Q2 21), both in France and abroad, despite high comps and persistent supply shortages**
- Ebit margin at 6.5% (+50 bps vs H1 21), in line with the all-time high achieved in FY 2021**
- M&A: 12 bolt-on acquisitions closed during H1 2022**

Revenue

Δ H1 2022/H1 2021

€7,755 m

+8%

Ebit

Δ H1 2022/H1 2021

€507 m

+€79 m

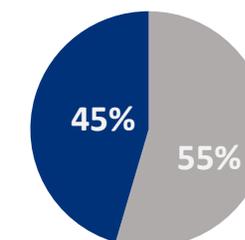
Ebit/Revenue

6.5%

vs 6.0% in H1 21

Revenue change vs H1 21 and split by geographical area

France
+7%



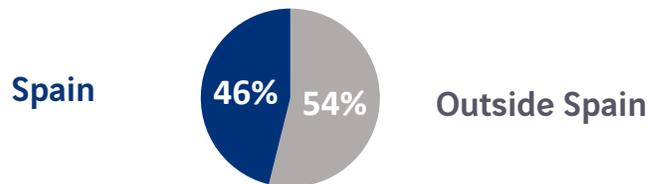
International
+10%

Key takeaways

- **Good momentum in flow business** – particularly in Spain, Peru, Mexico and Colombia – and in EPC* projects
- **46% of revenue coming from Spain, 36% from Latin America**
- **Start of construction works on the solar PV project located in Belmonte (Brazil).** Production expected to start in 2023 (~570 MW capacity)

* Engineering, Procurement and Construction

Revenue split by geographical area



Revenue

€2,668 m

Ebit

€190 m

Ebit/Revenue

7.1%

Development of a 900 MW electric power converter on Cobra's yard located in Cadiz (Spain), recently transhipped to Rotterdam (Netherlands)



Key takeaways

- Sustained business levels in flow business
- 66% of the order intake in H1 22 made up of contracts < €5 m
- Revenue up 11% vs H1 2021 (+8% lfl)
 - ✓ **France:** revenue up 4%
 - Firm business levels in civil engineering and road works
 - In the building sector, several major developments in the Paris region
 - ✓ **International:** revenue up 18% (+12% lfl)
 - Ramp-up of several large contracts obtained in the recent years
- Ebit margin at 1.9%* (+10 bps vs H1 21)

* Not representative of full-year margin due to seasonal effects

Revenue

Δ H1 2022/H1 2021



Ebit

Δ H1 2022/H1 2021

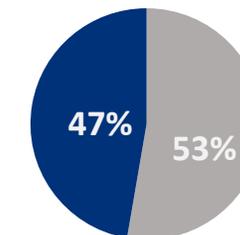


Ebit/Revenue



Revenue change vs H1 21 and split by geographical area

France
+4%



International
+18%

Key takeaways

- Consolidated revenue almost stable vs H1 2021 (-2%) despite high comps**
 - ✓ Revenue up 2% including the share of the Group in joint development operations
 - ✓ Production continued at a broadly good pace
- Housing reservations in France down 15% to 2,783 units vs H1 21** (which benefited from a sharp post-covid rebound)
- 31 managed residences under operations** (24 Ovelia, 7 Student Factory)
- 22 new managed residences under development to be commissioned by year-end 2023**

Revenue

Δ H1 2022/H1 2021

€**726** m
-2%

ROI*

Δ H1 2022/H1 2021

€**37** m
+€16 m

Managed Revenue**

Δ H1 2022/H1 2021

€**821** m
+2%

Housing unit reservations (France)

Δ H1 2022/H1 2021

2,783
-15%

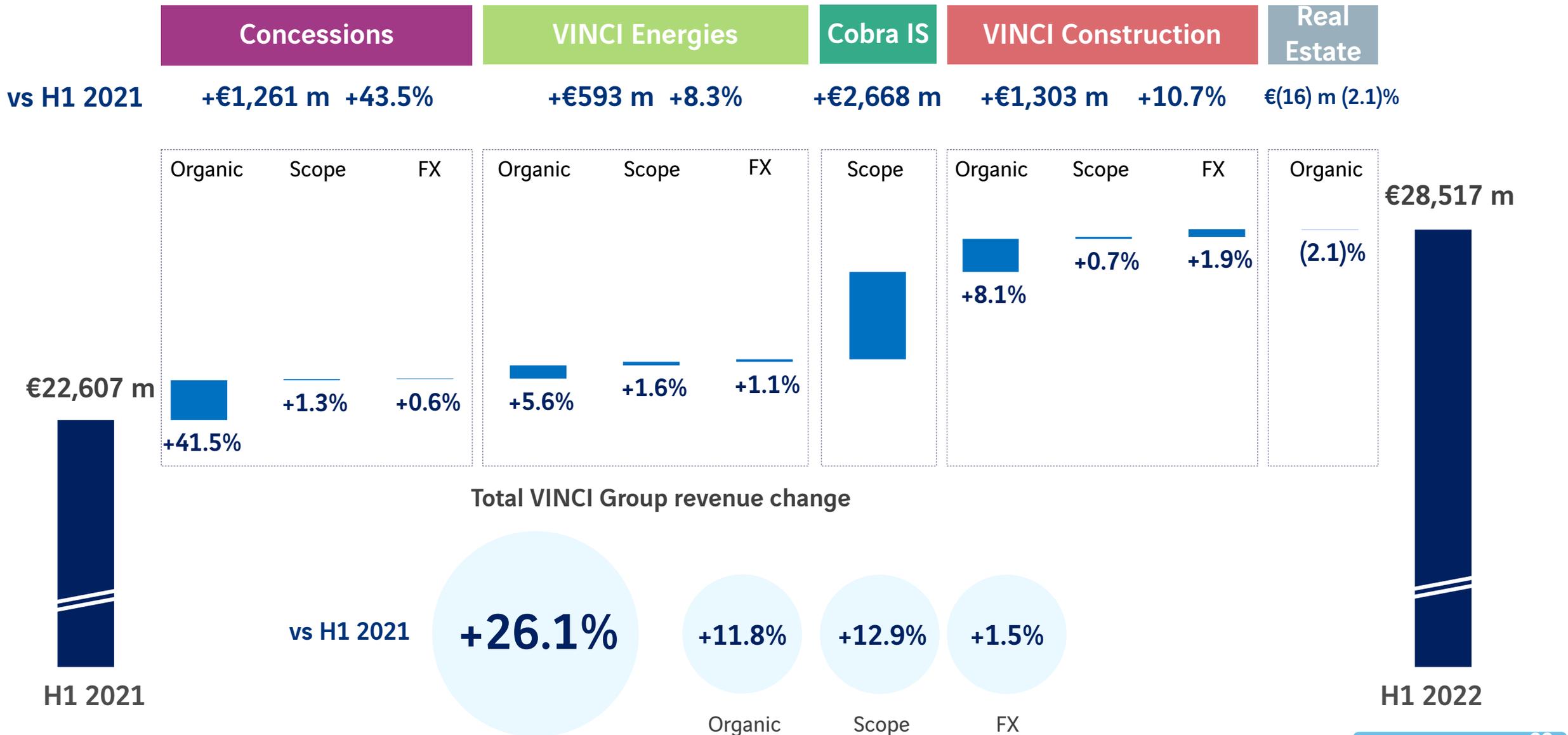
* Recurring Operating Income, including VINCI Immobilier's share in joint development operations.

** Revenue including VINCI Immobilier's share in joint development operations.

H1 2022 financial data

Christian Labeyrie, Executive Vice-President and CFO

H1 2022 consolidated revenue change by division



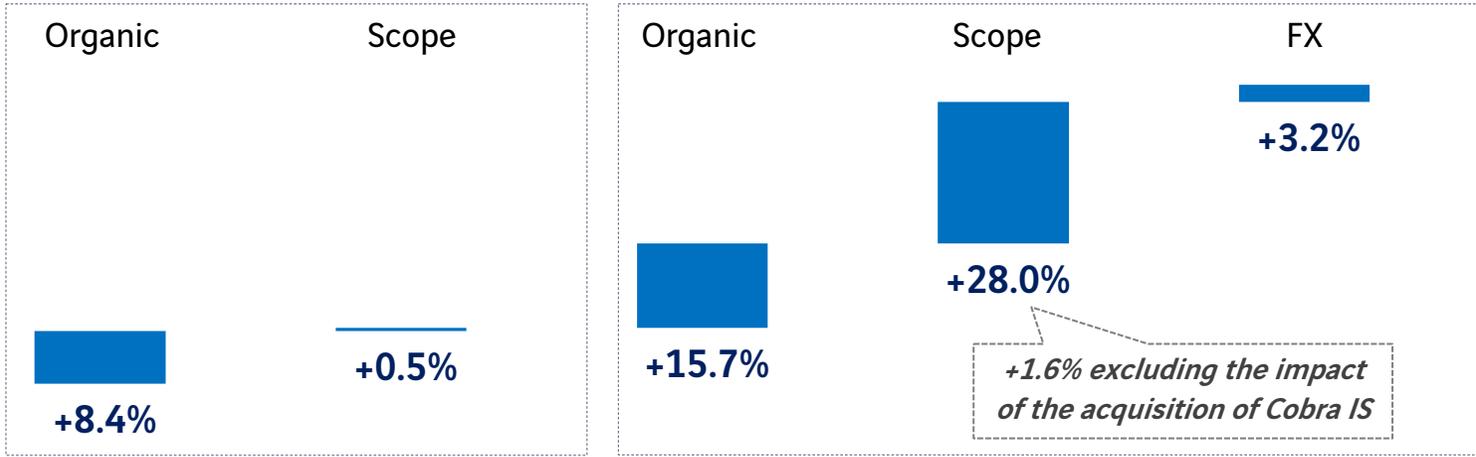
H1 2022 consolidated revenue change by geographical area



vs H1 2021

+€1,101 m **+8.9%**

+€4,808 m **+46.9%**



€28,517 m

€22,607 m



H1 2021



H1 2022

Total VINCI Group revenue change

vs H1 2021

+26.1%

+11.8%

+12.9%

+1.5%

Organic

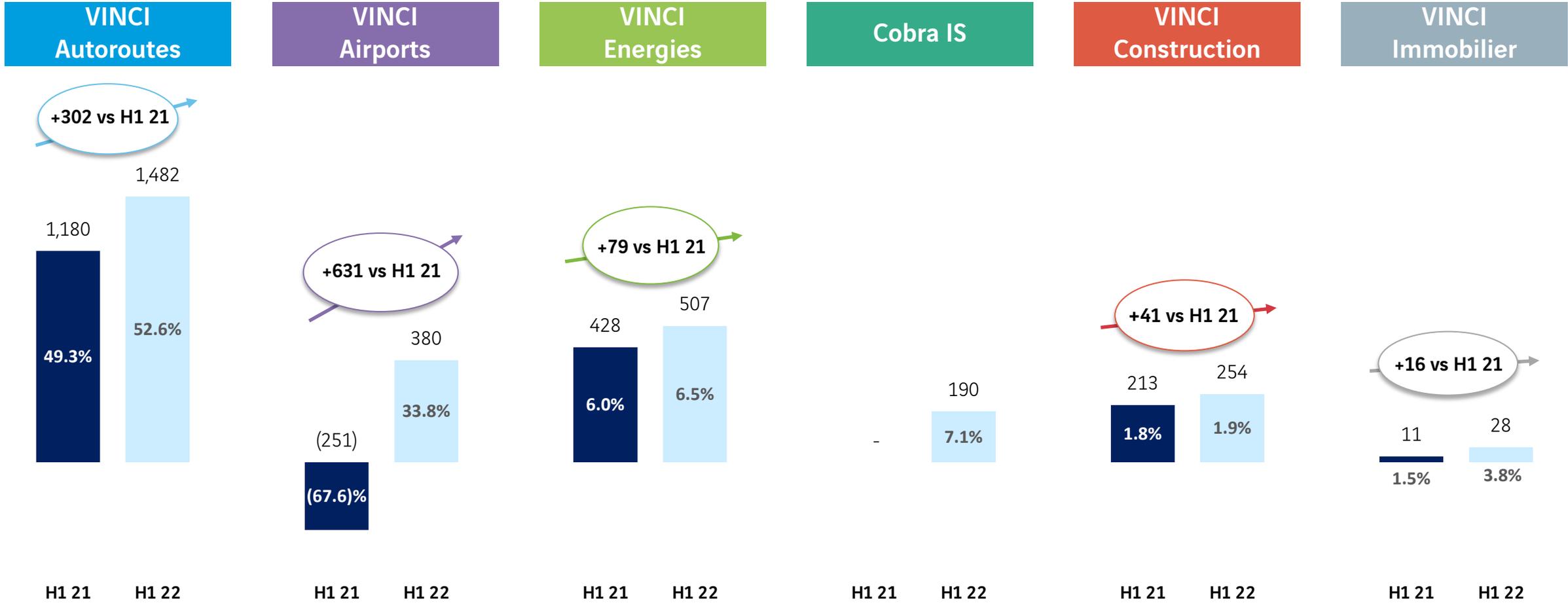
Scope

FX

Operating income from ordinary activities (Ebit): improvement in each division of the Group

VINCI Ebit: €2,890 million, up sharply vs H1 2021 (+€1,291 m)

Ebit margin: 10.1%



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

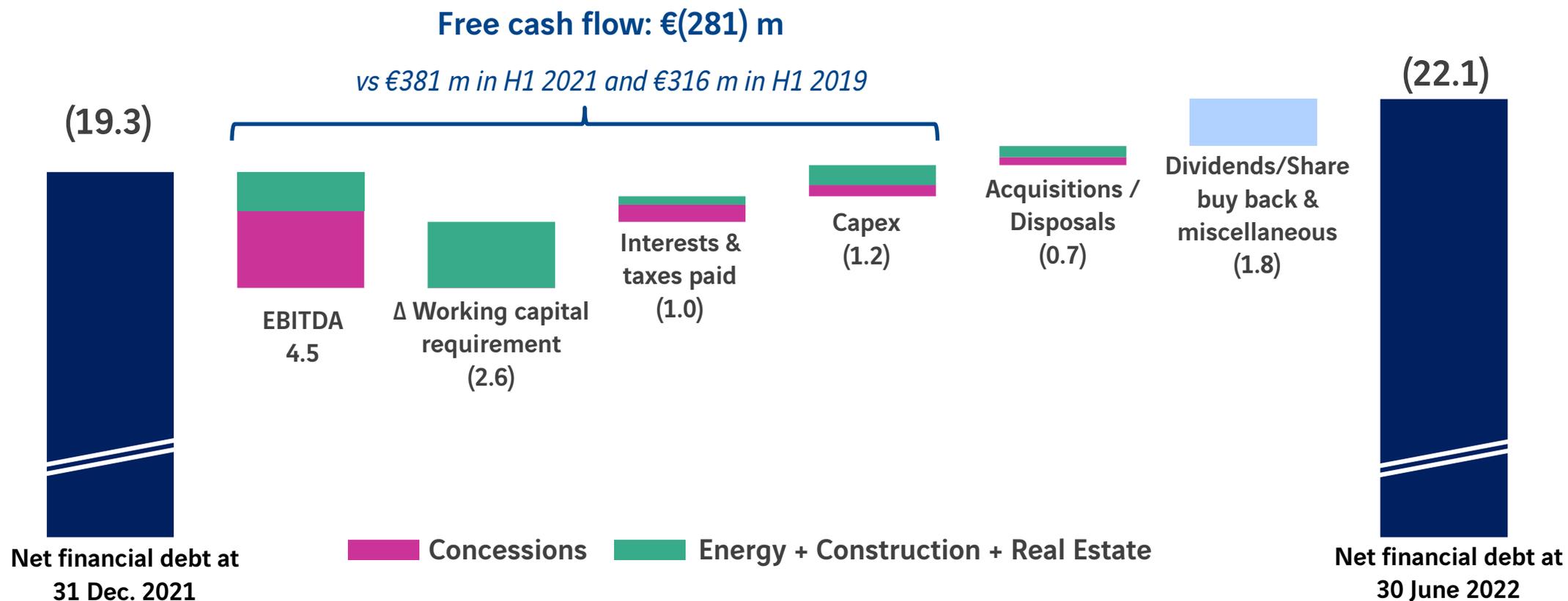
Income statement

<i>(in € million)</i>	H1 2022	H1 2021	Δ 2022/2021	FY 2021
Operating income from ordinary activities (Ebit)	2,890	1,598	+1,291	4,723
<i>% of revenue</i>	<i>10.1%</i>	<i>7.1%</i>		<i>9.6%</i>
Share-based payment expense (IFRS 2)	(138)	(115)		(288)
Profit/loss of equity-accounted cos. & miscellaneous	25	(15)		29
Recurring operating income	2,777	1,467	+1,310	4,464
Non-recurring operating items	54	-		(26)
Operating income	2,831	1,467	+1,364	4,438
Financial income/(expense)	(141)	(302)		(618)
Income tax	(760)	(798)*		(1,625)*
Non-controlling interests	(30)	314		402
Net income attributable to owners of the parent	1,900	682*	+1,218	2,597*
Diluted earnings per share <i>(in €)</i>	3.34	1.19	+2.15	4.51

* Including €(386) m of non-recurring deferred tax expense in the UK accounted for in H1 2021 without cash impact (€(195) m at net income level)

Change in net financial debt during H1 2022

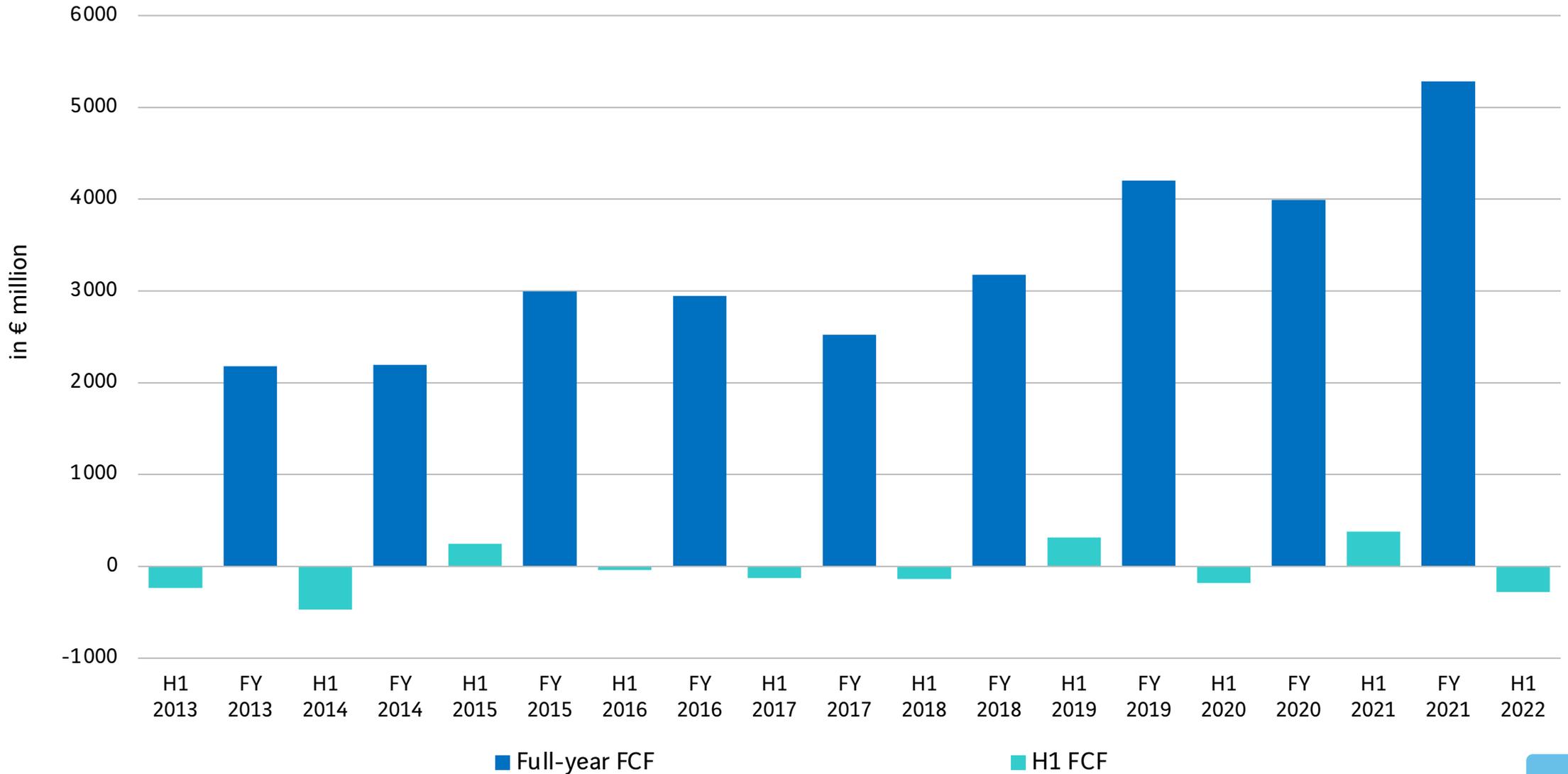
(in € billions)



<i>Reminder</i>	<i>H1 2021</i>	3.1	(0.7)	(0.7)	(1.3)	(0.2)	(0.8)	(18.6) at 30 June 2021
	<i>H1 2019</i>	3.6	(1.4)	(0.7)	(1.3)	(8.0)*	(1.0)	(24.2) at 30 June 2019

* O/w acquisition of 50.01% of London Gatwick airport

Slightly negative FCF generation in H1 2022, not representative of full-year performance due to seasonal effects

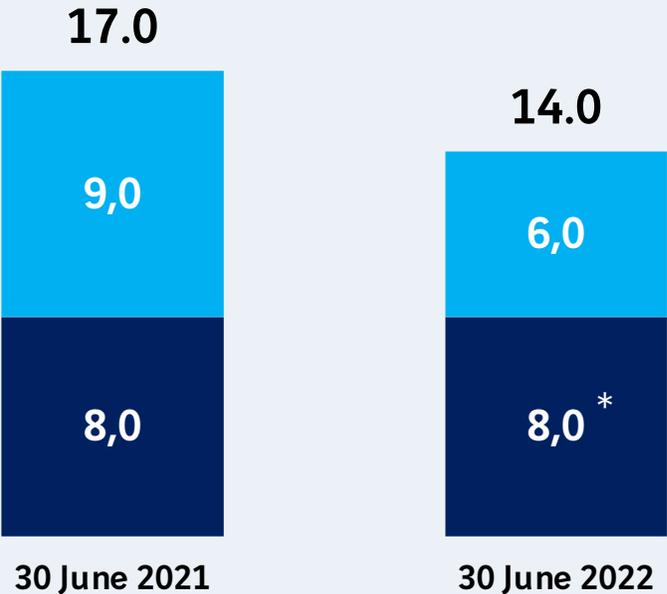


Consolidated balance sheet

<i>(in € million)</i>	30 Jun. 2022	31 Dec. 2021	30 Jun. 2021*
Non-current assets – Concessions	40,616	40,437	40,527
Non-current assets – Energy, Construction and other	20,673	19,976	14,423
WCR, provisions and other current assets & liabilities	(8,416)	(11,621)	(7,946)
Capital employed	52,873	48,792	47,004
Equity	(26,173)	(24,771)	(23,381)
Lease debt	(2,145)	(2,098)	(1,954)
Non-current provisions and misc. long-term liabilities	(2,427)	(2,658)	(3,072)
Long-term resources	(30,745)	(29,527)	(28,407)
Gross financial debt	(28,177)	(28,562)	(27,580)
Net cash managed	6,050	9,297	8,983
Net financial debt	(22,127)	(19,266)	(18,597)

* Adjusted following the IFRC IC's agenda decision of May 2021 clarifying how to calculate retirement benefit obligations

High level of liquidity despite the acquisition of Cobra IS



■ Net cash managed ■ Unused confirmed bank credit facility

Data in € billion

* In addition, a €2.5 bn 2-year maturity bank credit facility obtained at the end of July 2022

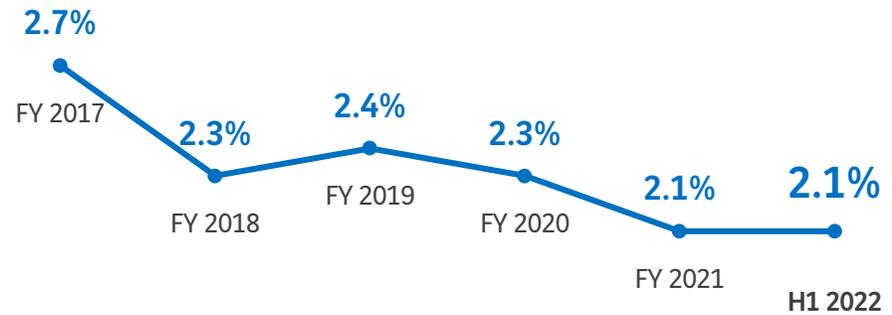
Strong credit rating

S&P A- Outlook stable
Confirmed for VINCI in March 2022

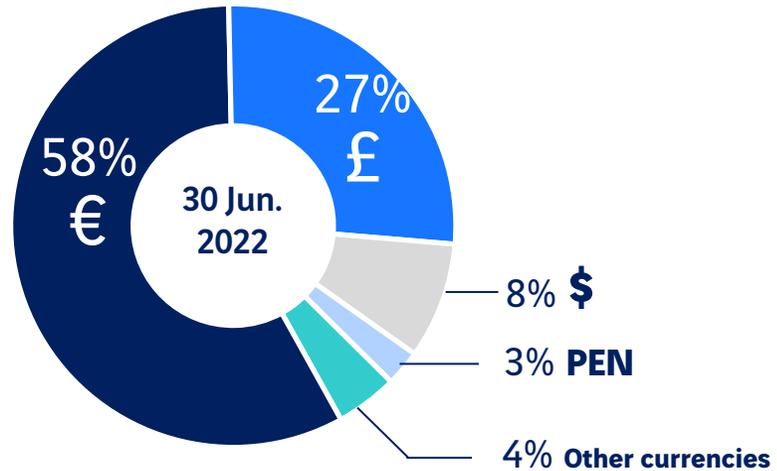
Moody's A3 Outlook stable
Confirmed for VINCI in May 2022

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)



Breakdown of debt by currency



Outlook and strategy

Xavier Huillard, Chairman and CEO

Change in VINCI Autoroutes quarterly traffic levels in 2020, 2021 and 2022 (vs. 2019)



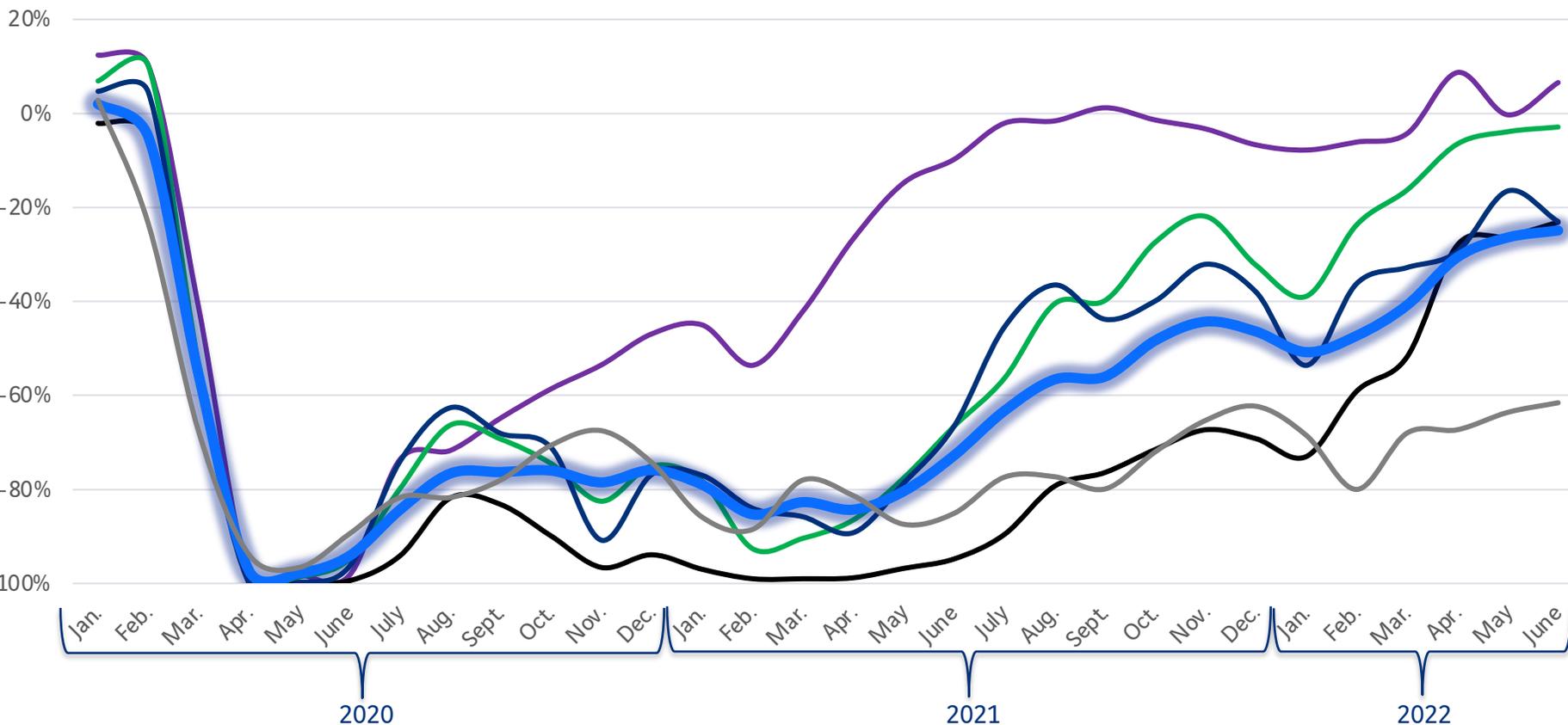
H1 2022 traffic up 2.1% vs H1 2019

Of which:

- +1.3%
- +6.3%

VINCI Airports: faster recovery in passenger numbers in almost all platforms of the network

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



H1 2022
(vs H1 2019)

-36%

-1%

-13%

-31%

-41%

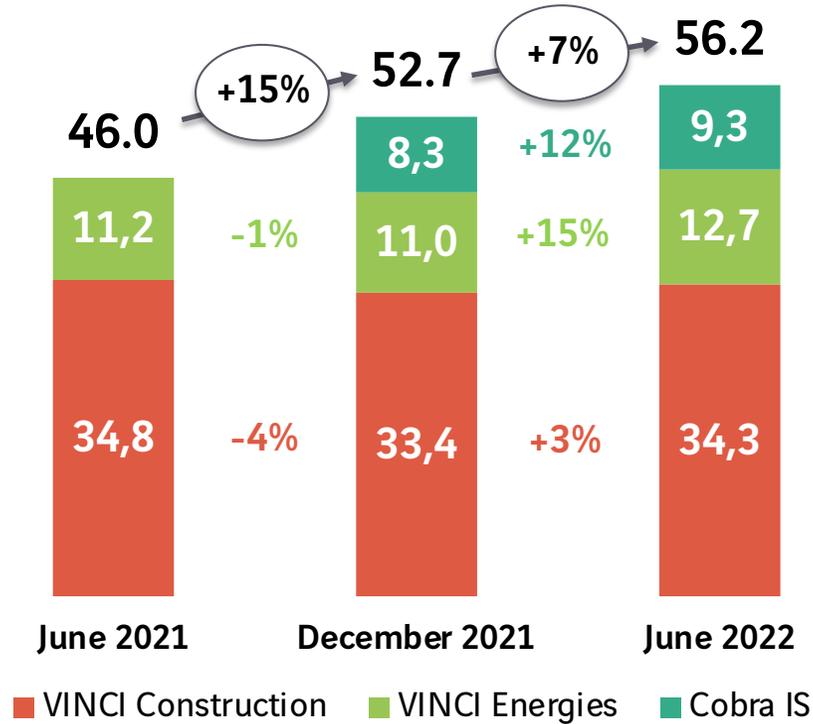
-68%

— Aerodom (Dom. Rep.) — ANA (Portugal) — London Gatwick — France — VINCI Airports — Japan

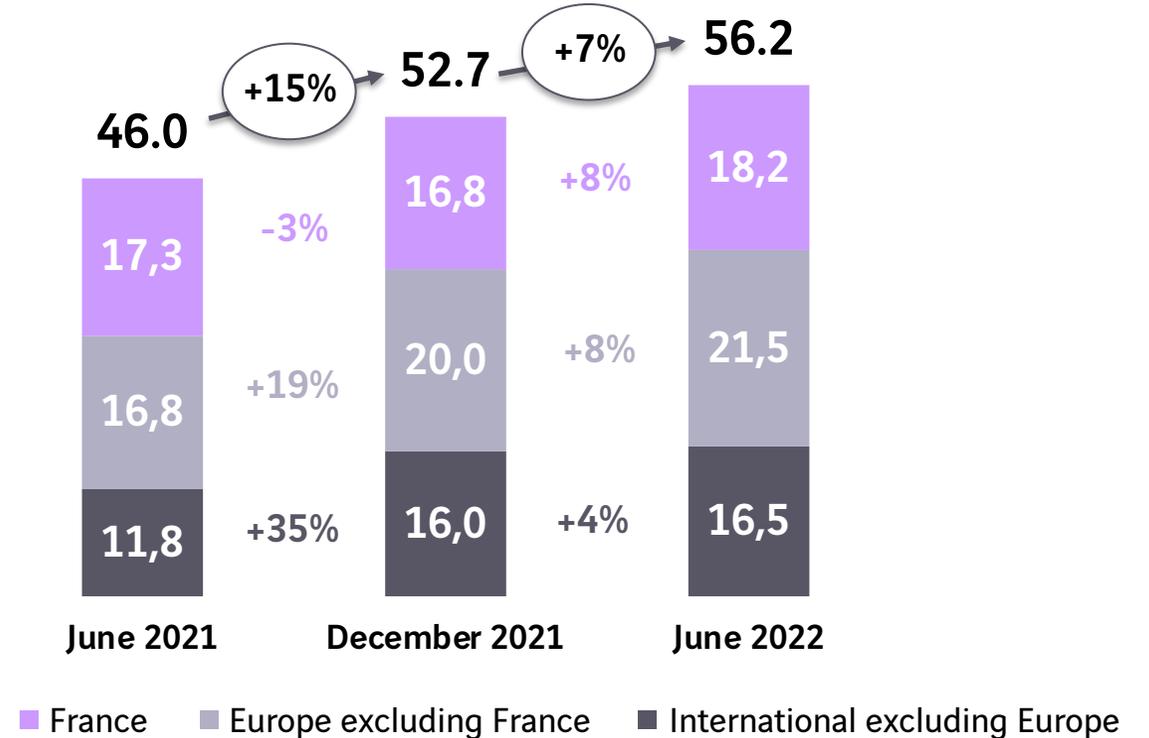
Order book up 2% yoy (excl. Cobra IS), allowing the Group to continue being selective in taking on new business

International accounts for 68% of the order book, of which: Europe excl. France: 38%
Rest of world: 29%

By business lines (in € billion)



By geographical area (in € billion)



- ✓ The good performance achieved over the first half of the year – despite geopolitical, economic and pandemic-related uncertainty - confirms VINCI outlook, which expects the net income in 2022 to be higher than the 2019 figure

Concessions

VINCI Autoroutes, where traffic levels were firm overall in the first half despite higher fuel prices, anticipates that full-year traffic levels will exceed those of 2019.

VINCI Airports expected passenger numbers to be around 60% of their 2019 level in 2022, and to achieve net income close to break-even. After a stronger-than-expected recovery in the first half, VINCI Airports is now anticipating – barring a resurgence of the pandemic – passenger numbers close to 70% of their 2019 level allowing it to generate positive net income and free cash flow.

Energy

VINCI Energies, which operates in buoyant markets, should be able to continue growing its business while solidifying its operating margin.

Cobra IS, benefitting from firm momentum in its flow business and the ramp-up of its EPC projects, is expecting revenue of around €5.5 billion and operating margin in line with the industry's best in class.

Construction

VINCI Construction, due to its very large order book, is likely to remain busy and improve its operating margin, while continuing to take a selective approach to new business.

2022 interim dividend per share
(all-cash)

€1.0
per share

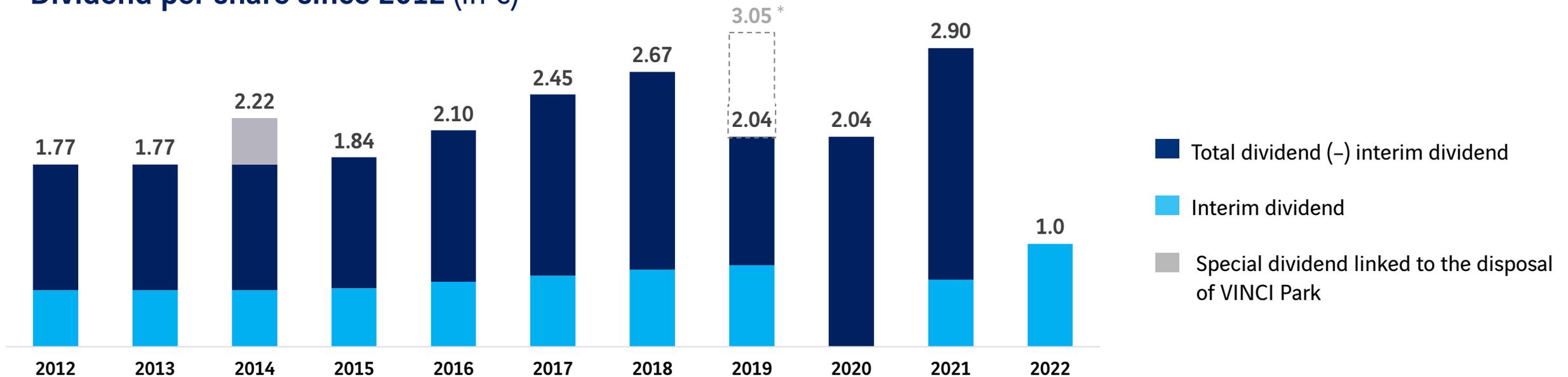
17 November 2022

Payment date

15 November 2022

Ex-date

Dividend per share since 2012 (in €)



Dividend per share since 2012 (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.

VINCI Airports

- ✓ **January/February:** start of operations of Amazonian airports, including Manaus.
- ✓ **May:** disposal of **Stockholm Skavsta airport (Sweden)** + agreement signed to develop a solar PV farm on the airport site.
- ✓ **July:** signature of a 40-year concession agreement for 7 airports in Cape Verde islands (2.8 mPax in 2019).



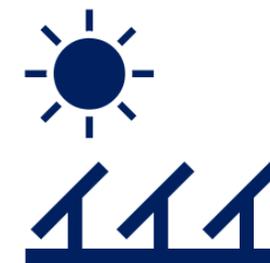
VINCI Highways

- ✓ **March:** agreement to extend by 75km the motorway **Corinth-Patras** to Pyrgos (Greece).
- ✓ **April:** acquisition of the 70% remaining stake in **TollPlus Inc**, now 100% owned.
- ✓ **April:** acquisition of a 65% controlling stake in the **Confederation Bridge** concession (Canada), bringing the total stake up to 85%.



Cobra IS

- ✓ **March:** **Belmonte project** (a future 569.5 MW solar PV farm in Brazil) now ready-to-build.



VINCI Construction

- ✓ **January:** closing of the acquisition of public works companies from **Northern Group of Companies** (Canada).





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



Appendices



Financial data

At 30 June 2022

Consolidated revenue

in € million	H1 2022	H1 2021	Δ 2022/2021	
			Actual	Like-for-like
Concessions*	4,161	2,900	+43.5%	+41.5%
VINCI Autoroutes	2,816	2,393	+17.7%	+17.7%
VINCI Airports	1,126	371	+203.4%	+188.6%
Other concessions**	219	136	+61.1%	+48.3%
VINCI Energies	7,755	7,162	+8.3%	+5.6%
Cobra IS	2,668	-		
VINCI Construction	13,454	12,151	+10.7%	+8.1%
VINCI Immobilier	726	742	-2.1%	-2.1%
Eliminations	(247)	(348)		
Total revenue*	28,517	22,607	+26.1%	+11.8%

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

** VINCI Highways, VINCI Railways and VINCI Stadium

Consolidated revenue - France

in € million	H1 2022	H1 2021	Δ 2022/2021	
			Actual	Like-for-like
Concessions*	3,049	2,518	+21.1%	+21.1%
VINCI Autoroutes	2,816	2,393	+17.7%	+17.7%
VINCI Airports	161	81	+99.4%	+99.4%
Other concessions**	72	44	+63.8%	+63.8%
VINCI Energies	3,525	3,305	+6.7%	+5.7%
Cobra IS	19			
VINCI Construction	6,390	6,139	+4.1%	+4.0%
VINCI Immobilier	719	738	-2.5%	-2.5%
Eliminations	(235)	(334)		
Total revenue*	13,466	12,365	+8.9%	+8.4%

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

** VINCI Highways, VINCI Railways and VINCI Stadium

Consolidated revenue - International

in € million	H1 2022	H1 2021	Δ 2022/2021	
			Actual	Like-for-like
Concessions*	1,112	383	+190.8%	+170.6%
VINCI Airports	965	290	+232.3%	+212.6%
Other concessions**	147	92	+59.8%	+41.4%
VINCI Energies	4,230	3,858	+9.7%	+5.5%
Cobra IS	2,649			
VINCI Construction	7,064	6,012	+17.5%	+12.2%
Eliminations	(5)	(10)		
Total revenue*	15,051	10,242	+46.9%	+15.7%

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

** VINCI Highways, VINCI Railways and VINCI Stadium

Ebit - operating income from ordinary activities by business line

in € million	H1 2022	% of revenue*	H1 2021	% of revenue*	Δ 2022/2021
Concessions	1,899	45.6%	944	32.6%	+955
VINCI Autoroutes	1,482	52.6%	1,180	49.3%	+302
VINCI Airports	380	33.8%	(251)	(67.6%)	+631
Other concessions	37		15		+22
VINCI Energies	507	6.5%	428	6.0%	+79
Cobra IS	190	7.1%	-		
VINCI Construction	254	1.9%	213	1.8%	+41
VINCI Immobilier	28	3.8%	11	1.5%	+16
Holding companies	12		2		+10
Ebit	2,890	10.1%	1,598	7.1%	+1,291

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

Recurring operating income (ROI) by business line

in € million	H1 2022	% of revenue*	H1 2021	% of revenue*	Δ 2022/2021
Concessions	1,877	45.1%	883	30.4%	+994
VINCI Autoroutes	1,475	52.4%	1,176	49.2%	+299
VINCI Airports	363	32.2%	(293)	(78.8%)	+656
Other concessions	39		(1)		+39
VINCI Energies	455	5.9%	387	5.4%	+68
Cobra IS	195	7.3%			
VINCI Construction	207	1.5%	178	1.5%	+29
VINCI Immobilier	37	5.1%	21	2.9%	+16
Holding companies	6		(1)		+7
ROI	2,777	9.7%	1,467	6.5%	+1,310

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

in € million	H1 2022	% of revenue*	H1 2021	% of revenue*	Δ 2022/2021
Concessions	2,842	68.3%	1,879	64.8%	+963
o/w VINCI Autoroutes	2,114	75.1%	1,805	75.4%	+309
o/w VINCI Airports	632	56.1%	(3)	(0.9%)	+635
VINCI Energies	618	8.0%	518	7.2%	+100
Cobra IS	234	8.8%			
VINCI Construction	578	4.3%	555	4.6%	+24
VINCI Immobilier	42	5.8%	22	3.0%	+20
Holding companies	212		158		+54
Ebitda	4,526	15.9%	3,132	13.9%	+1,394

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

Cash flow statement (1/2)

in € million	H1 2022	H1 2021	FY 2021
Ebitda	4,526	3,132	7,884
Change in WCR* and current provisions	(2,581)	(735)	1,579
Income taxes paid	(771)	(453)	(1,213)
Net interest paid	(273)	(326)	(557)
Dividends received from companies accounted for under the equity method	48	37	112
Net operating CAPEX	(546)	(543)	(1,077)
Repayment of lease debt and associated financial expense	(310)	(302)	(631)
Operating cash flow	93	811	6,098
<i>o/w Concessions</i>	<i>2,003</i>	<i>1,255</i>	<i>3,501</i>
<i>o/w VINCI Energies</i>	<i>(248)</i>	<i>134</i>	<i>1,199</i>
<i>o/w Cobra IS</i>	<i>(237)</i>	<i>-</i>	<i>-</i>
<i>o/w VINCI Construction</i>	<i>(1,361)</i>	<i>(499)</i>	<i>1,208</i>
Growth CAPEX in concessions & PPPs	(374)	(430)	(815)
Free cash flow (after CAPEX)	(281)	381	5,282

* Working Capital Requirement

Cash flow statement (2/2)

in € million	H1 2022	H1 2021	FY 2021
Free cash flow (after CAPEX)	(281)	381	5,282
Net financial investments and other cash flows	(748)	(170)	(4,643)*
Cash flow before movements in share capital	(1,029)	211	639
Share capital increases and other operations	378	605	721
Dividends	(1,298)	(1,173)	(1,558)
Share buy backs	(905)	0	(602)
Net cash flow for the period	(2,853)	(357)	(800)
Consolidation impacts and others	(9)	(251)	(477)
Change in net financial debt	(2,862)	(608)	(1,276)

* O/w €(4.2) bn from the acquisition of Cobra IS

Operating CAPEX

in € million	H1 2022	H1 2021	Δ 2022/2021	FY 2021
Concessions	58	43	+15	77
VINCI Autoroutes	13	13	-0	23
VINCI Airports*	41	22	+19	44
Other concessions	4	8	-3	9
VINCI Energies	81	86	-4	182
Cobra IS	56	-	+56	-
VINCI Construction	368	329	+40	758
VINCI Immobilier and holdings	53	131	-78	198
Purchases of tangible and intangible assets	617	588	+29	1,214
Proceeds from disposals of tangible and intangible assets	(71)	(46)	-25	(137)
Operating CAPEX (net of disposals)	546	543	+3	1,077

* Including LGW capex

Growth CAPEX in concessions and PPPs

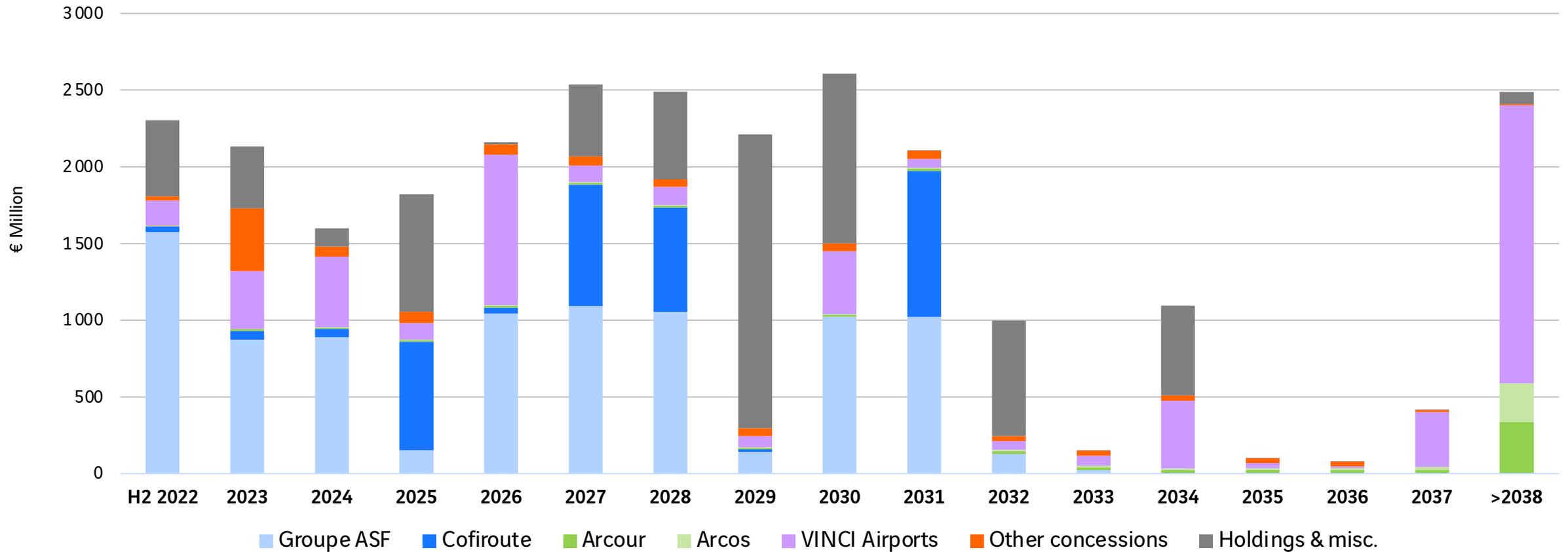
in € million	H1 2022	H1 2021	Δ 2022/2021	FY 2021
Concessions	352	426	-74	841
VINCI Autoroutes	288	361	-73	677
Of which: ASF	105	120	-15	230
Escota	77	54	+23	120
Cofiroute	100	113	-14	224
Arcos	6	71	-65	95
VINCI Airports	65	68	-3	163
Other concessions	(1)	(2)	+1	1
VINCI Energies	(1)	(1)	+0	(2)
Cobra IS	29	-	-	-
VINCI Construction	(6)	5	-11	(24)
Net growth CAPEX in concessions and PPPs	374	430	-56	815

Net financial debt by business line

in € million	30 Jun. 2022	Of which external net debt	31 Dec. 2021	Of which external net debt	30 Jun. 2021	Of which external net debt
Concessions	(32,360)	(19,453)	(32,693)	(19,664)	(33,465)	(19,644)
VINCI Autoroutes	(17,088)	(13,257)	(18,008)	(13,296)	(18,037)	(13,336)
VINCI Airports	(11,251)	(5,488)	(11,723)	(5,860)	(11,515)	(5,691)
Other concessions	(4,021)	(709)	(2,962)	(508)	(3,913)	(618)
VINCI Energies	(42)	404	447	538	(226)	392
Cobra IS	(125)	(125)	676	676		
VINCI Construction	1,569	1,404	3,334	1,670	1,623	1,268
Holding cos & VINCI Immobilier	8,831	(4,358)	8,971	(2,485)	13,470	(613)
Net financial debt	(22,127)	(22,127)	(19,266)	(19,266)	(18,597)	(18,597)
<i>of which gross financial debt</i>	<i>(28,177)</i>		<i>(28,562)</i>		<i>(27,580)</i>	
<i>of which net cash managed</i>	<i>6,050</i>		<i>9,297</i>		<i>8,982</i>	

Maturity of LT gross financial debt

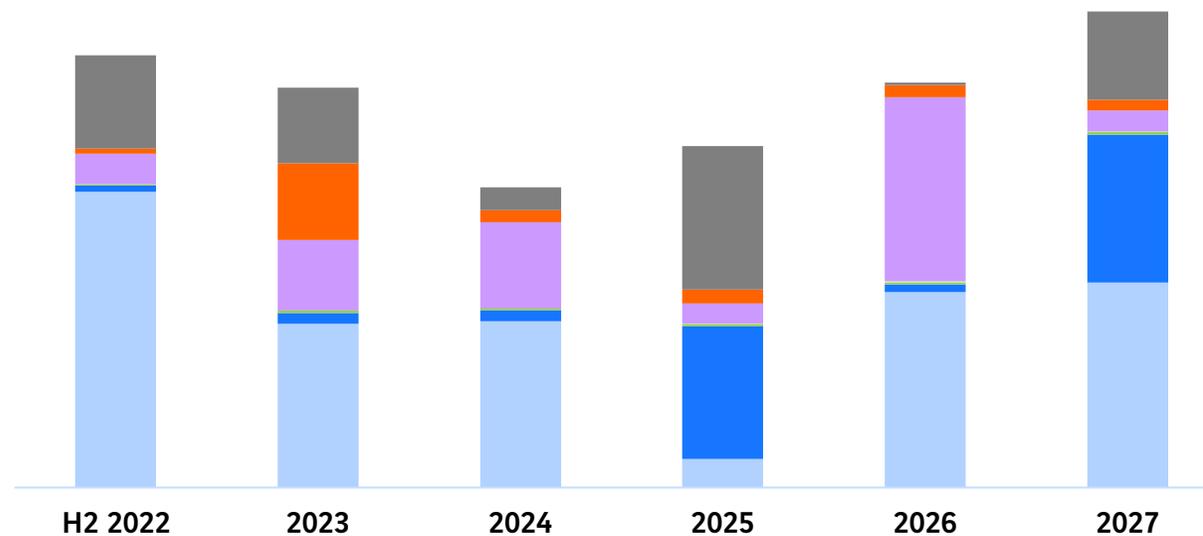
Average maturity of LT gross financial debt (€28.2 bn) as of 30 June 2022: **6.9 years***



* Concessions: **7.0 years**

Holdings and other divisions: **6.4 years**

Average cost of future debt repayments



	H2 2022	2023	2024	2025	2026	2027
Nominal amount in € million	2,304	2,132	1,600	1,821	2,160	2,537
Average rate*	3.01%	2.66%	3.19%	0.85%	2.36%	1.19%

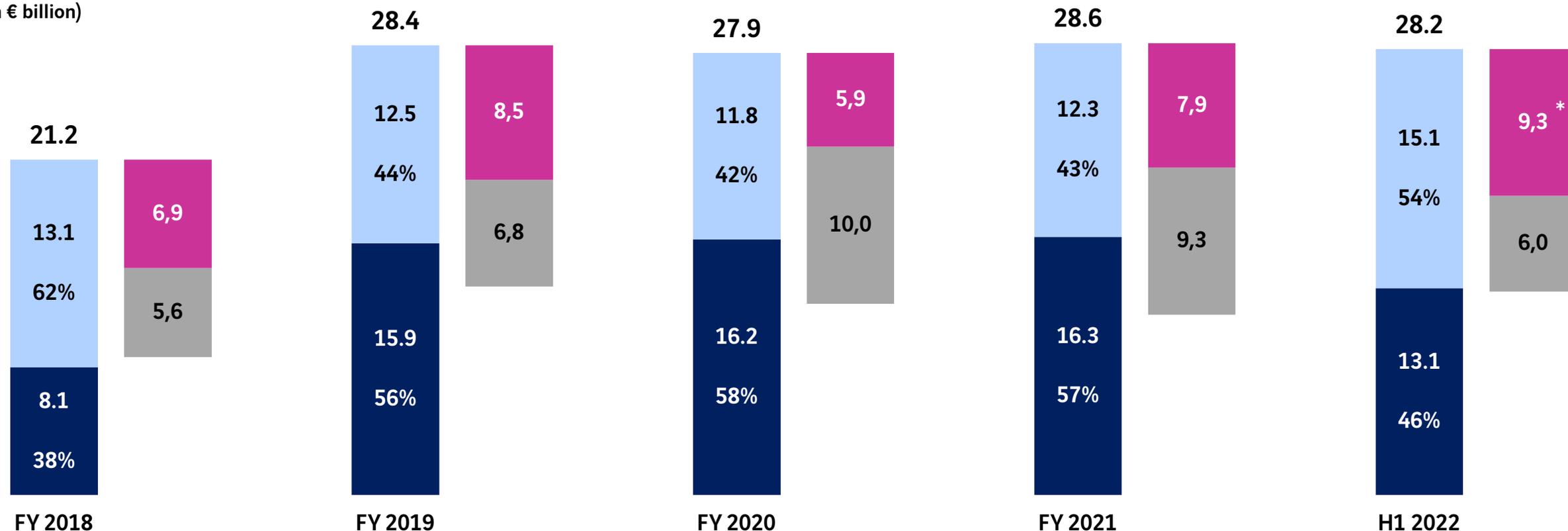
* After hedging

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

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)



■ Floating rate & inflation linked debt
■ Fixed rate debt

■ Group Ebitda
■ Net cash managed

* As of 30/06/2022 (12-month basis)



Other information





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





VINCI Construction



VINCI Energies



Cobra IS



VINCI Autoroutes



VINCI Airports



Strong growth drivers



Act for the Climate

Ambition 2030

-40% greenhouse gas emissions vs 2018 (scope 1 & 2)

-20% greenhouse gas emissions vs 2019 (scope 3)

90% low carbon concrete used by VINCI Construction

2.3 million tonnes

greenhouse gas emissions in 2021 (scope 1 & 2)

-8% greenhouse gas emissions in 2021 vs 2018

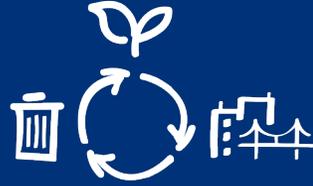
(scope 1 & 2, adjusted for the impact of acquisitions)

41 million tonnes

greenhouse gas emissions in 2021 (scope 3)

25%

electricity consumption from renewable sources in 2021 vs 12% in 2019



Optimize resources thanks to circular economy

Ambition 2030

>20 mt recycled aggregates in the total production of VINCI Construction

14 mt

of recycled aggregate mix out of VINCI Construction's total annual production in 2021

42%

recycled aggregates from VINCI Autoroutes reused on its own worksites in 2021

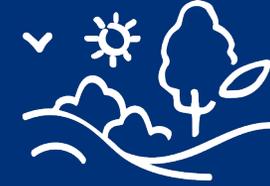
17 sites

with zero waste to landfill at VINCI Concessions

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

Zero Waste

to landfill from all concessions



Preserve natural environments

Ambition 2030

Towards **no net loss of biodiversity**

No net loss of natural land

for VINCI Immobilier

37 sites

using zero phytosanitary products for VINCI Airports

-81% in 2021 vs 2018

phytosanitary products used by the concessions activities

€5.2 bn

revenues from environmentally accredited projects in 2021



commitments

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

4
Together!
Engage in civic projects

2 million

hours of integration
employment in France in 2021

4,000

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

€6.2m

funding provided to non-profits
by the Group's foundations

5
Together!
Strive for zero accidents

73%

of companies without lost-time
occupational accidents

0.42

workplace accident severity rate

5.74

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

1,540,904

training hours in health & safety

6
Together!
Foster equality and diversity

21.6%

female managers in 2021
(vs 18.5% in 2016)

16.1%

of women sitting on the
management committees
of Group companies in
2021 (vs 8.6% in 2018)

Objectives

Increase to **28%** by 2023
the proportion of women
recruited or promoted as
managers

7
Together!
Promote sustainable careers

4,132,250

hours of training provided in 2021

86%

permanent job contracts

Top 10

most attractive employers in
France (2021 Universum survey
of engineering students in
France)

8
Together!
Share the benefits of our performance

198,000

employees eligible for
share ownership schemes,
representing nearly 10%
of VINCI capital

91%

of all employees can subscribe
to an employee share
ownership programme

€359 m

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

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, onshore and offshore wind)

Short cycles/low equity investments

CONSTRUCTION & ENERGY

- ✓ 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/CONTRACTING BUSINESS MODEL TO WIN NEW PROJECTS

ACCELERATE INTERNATIONAL DEVELOPMENT

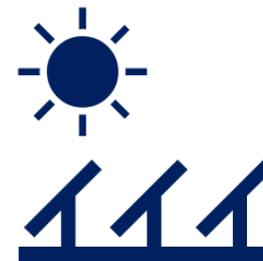
AIM FOR ALL-ROUND PERFORMANCE (SOCIAL, SOCIETAL AND ENVIRONMENTAL COMMITMENT)



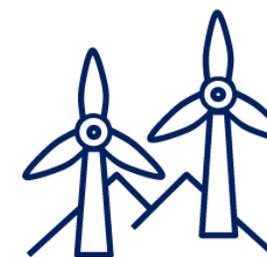
A MAJOR STRATEGIC MOVE

- ✓ Create a global player in energy contracting to support the energy transition
- ✓ Develop renewable projects, with an identified potential of c.15 GW over the next 8 years
- ✓ Broaden VINCI's portfolio of concessions
- ✓ Contribute significantly to enhancing the group's environmental profile

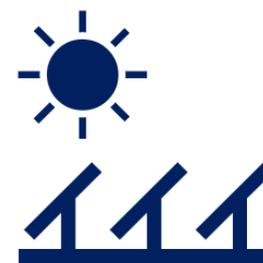
NOTEWORTHY ONGOING PROJECTS



Future 570 MW solar PV farm in Belmonte (Brazil)



Future 110 MW onshore wind farm in Loja (Ecuador)



Future 114 MW solar PV farm in Mula (Spain)



Future 480 MW offshore wind farm in the Irish Sea (UK)

€49.4 bn

Group revenue
(incl. holdings)

>100

countries where
VINCI operates

~3,200

number of
business units

>260,000*

employees

>270,000

number of
contracts

€55 bn

market cap. at
31 December
2021



Concessions

Energy

Construction

Real Estate

Revenue: **€7.0 bn**

16,826 people

Revenue: **€15.1 bn**

85,555 people

Revenue: **€26.3 bn**

115,270 people

Revenue: **€1.6 bn**

1,248 people

VINCI Autoroutes

VINCI Airports &
Other concessions**

VINCI Energies

VINCI Construction

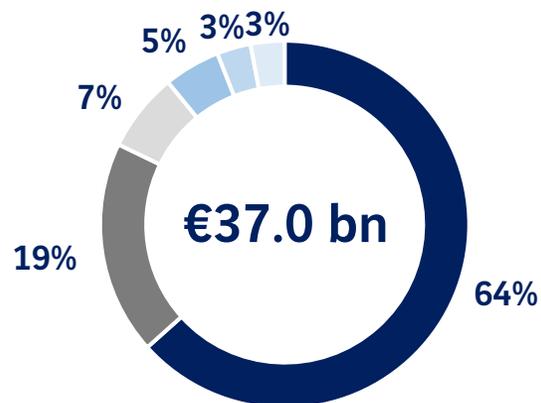
VINCI Immobilier



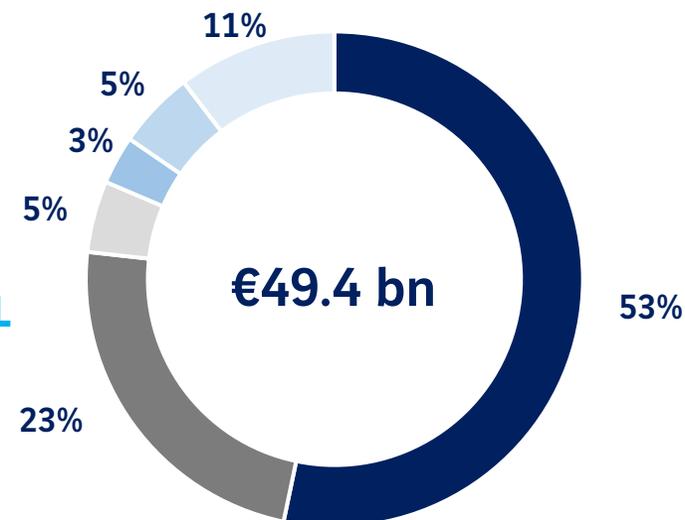
* Figures excluding Cobra IS except for the number of employees (~40,000)

** VINCI Highways, VINCI Railways, VINCI Stadium

2011 revenue geographic breakdown



2021 revenue geographic breakdown

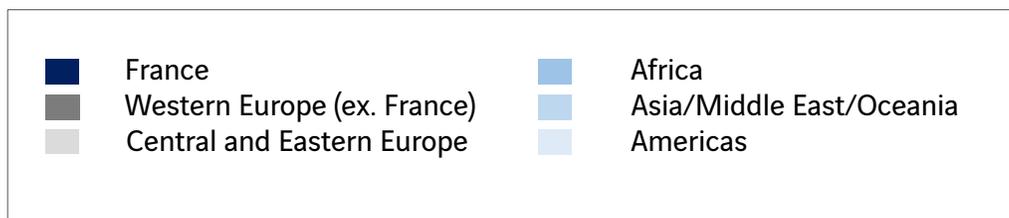



INCREASED INTERNATIONAL EXPOSURE

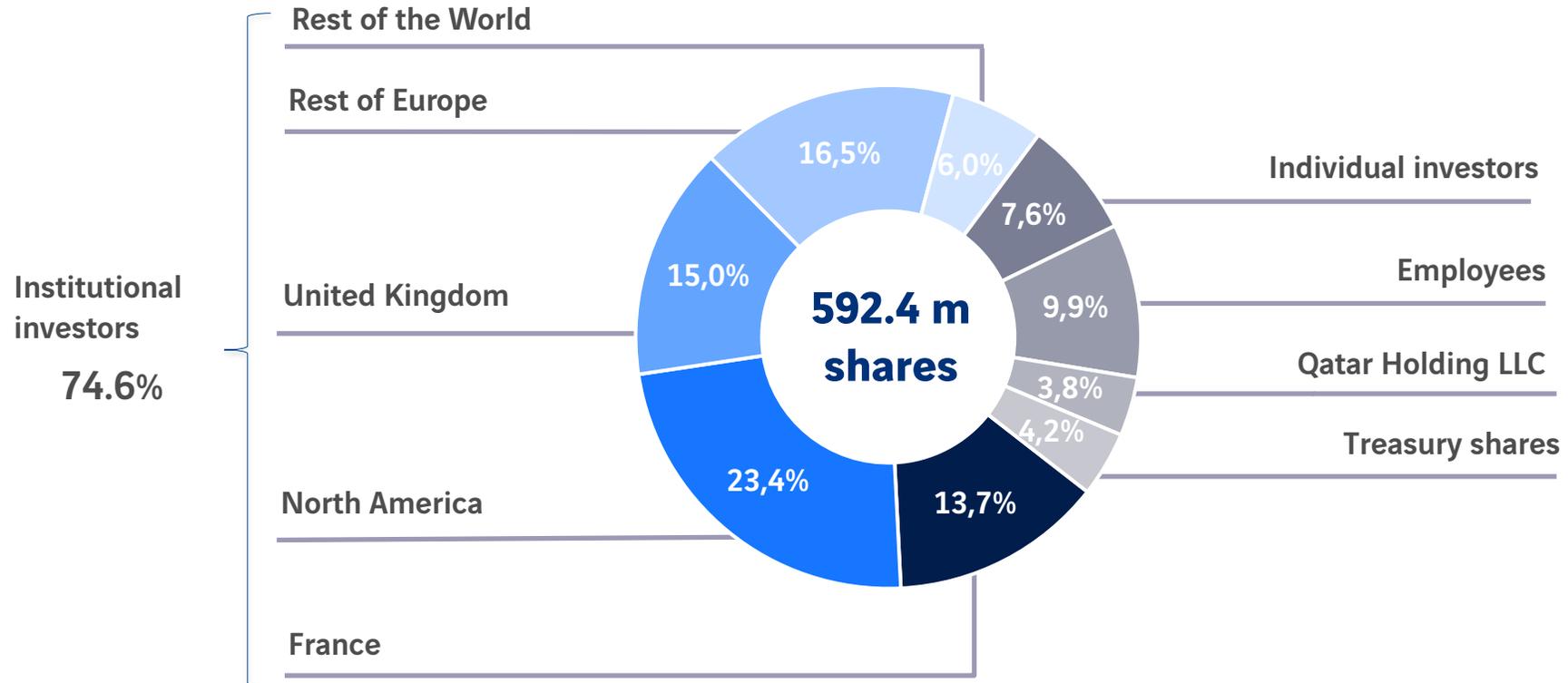
	2011 Revenue
France	€23.6 bn
International	€13.4 bn

CAGR 2011/2021
+1.1%
+5.6%

2021 Revenue
€26.3 bn
€23.1 bn



In 2022, more than 50% of revenue will be generated outside France



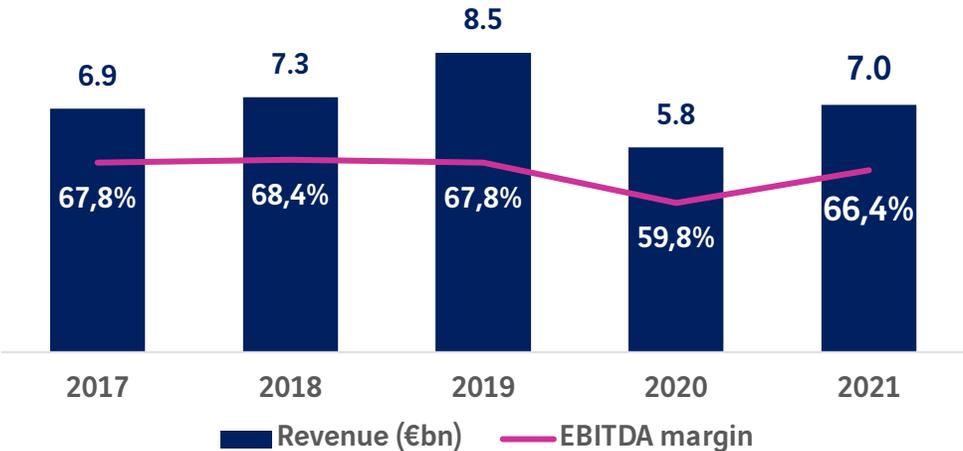
Shareholding structure*

- ✓ Over **900** institutional investors
- ✓ **161,000** Group employees and former employees are shareholders, including approximately **33,000** outside France

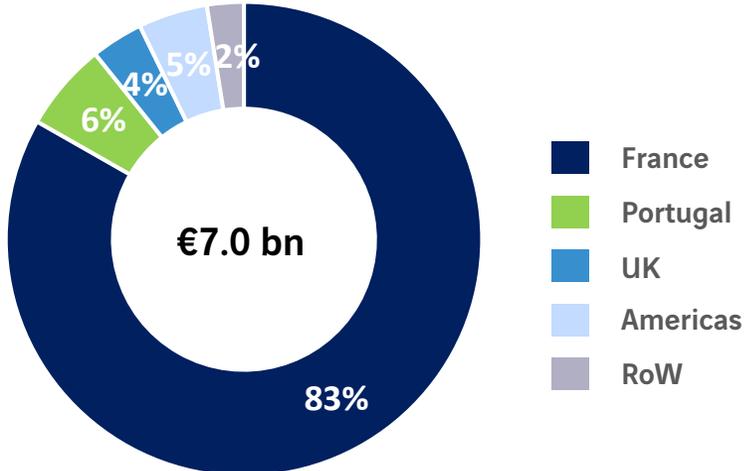
* Based on available information

Business line profiles

Revenue and Ebitda margin over the last 5 years



2021 revenue by geographical area



VINCI AUTOROUTES 79%

Revenue: €5.6 bn
Ebitda: €4.1 bn; Ebitda margin: 74.2%



VINCI AIRPORTS 17%

Revenue: €1.2 bn
Ebitda: €0.4 bn; Ebitda margin: 32.4%



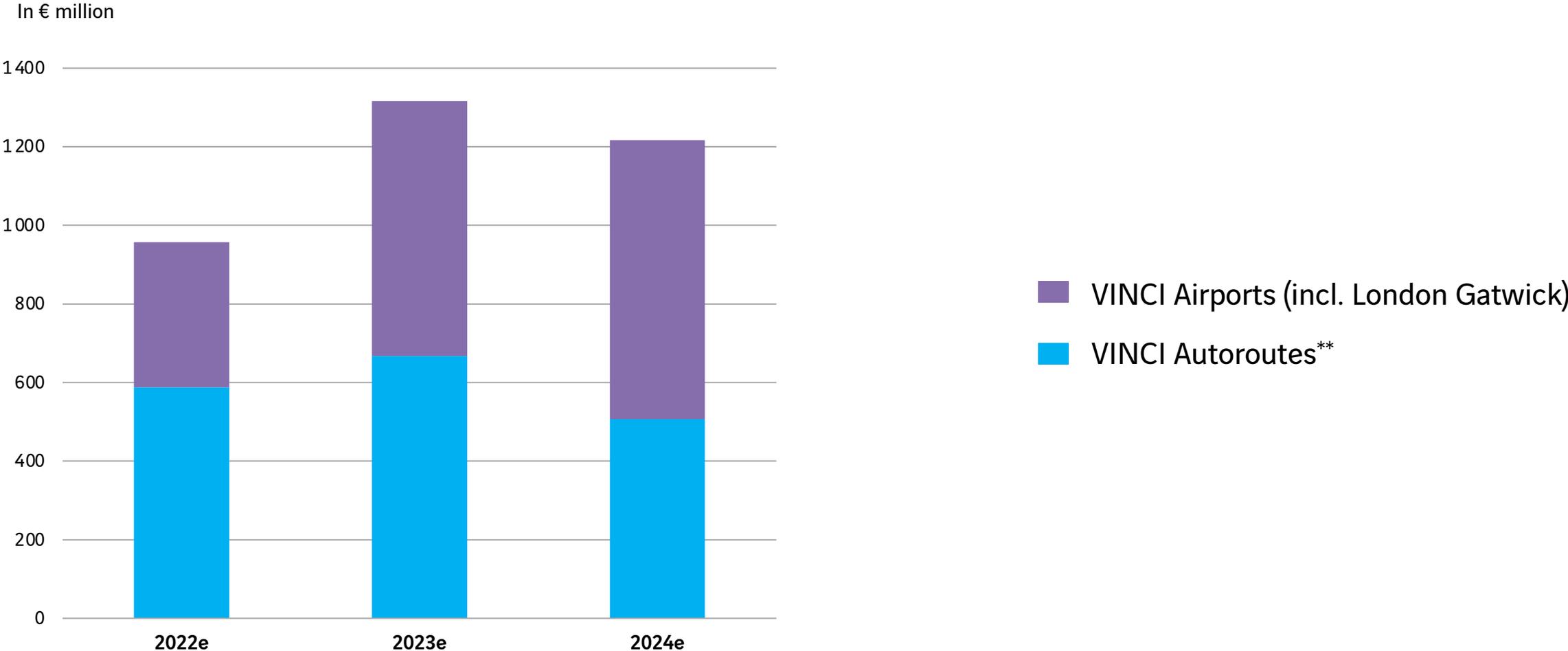
VINCI HIGHWAYS, VINCI RAILWAYS & MISC. 4%

Revenue: €0.3 bn
Ebitda: €0.2 bn; Ebitda margin: 56.7%



XX % = % of the division's 2021 revenue

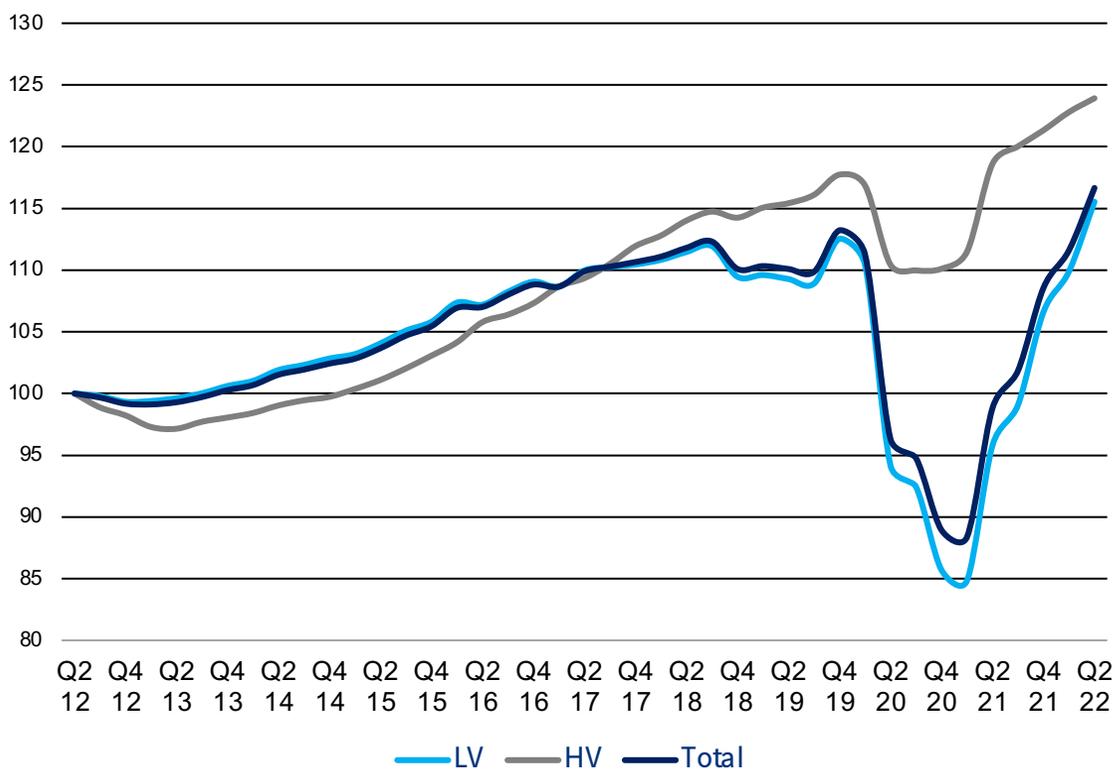
Concessions capex forecasts*



* As of 30 June 2022 and including fully consolidated assets only

** Excluding capex related to the Montpellier Western bypass

VINCI Autoroutes - Rolling twelve months traffic over 10 years



CAGR Q2 2022/
Q2 2012

HV +2.2%
Total +1.6%
LV +1.5%

H1 2022 VINCI Autoroutes traffic

Of which:

Total

Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

+18.2%
+2.1%



Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

+21.3%
+1.3%



Δ H1 2022/H1 2021
Δ H1 2022/H1 2019

+4.2%
+6.3%

Of which:

ASF

+17.6%
+2.5%

+20.9%
+1.7%

+3.7%
+6.6%

Escota

+20.1%
+3.7%

+22.0%
+3.4%

+5.5%
+5.9%

Cofiroute (Intercity network)

+17.7%
-1.0%

+21.1%
-1.8%

+3.1%
+3.6%

Arcour

+19.5%
+1.2%

+22.2%
+0.1%

+8.1%
+6.5%

VINCI Airports passenger numbers in H1 2022

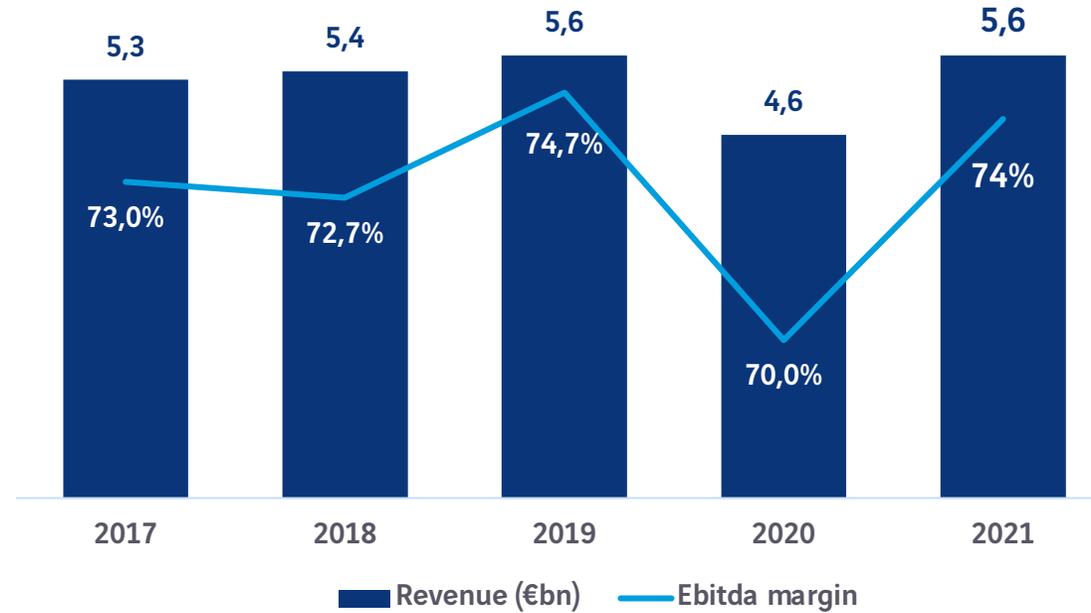
Passenger traffic (in thousands of pax)*	H1 2022	Change H1 22 / H1 21	Change H1 22/H1 19
Portugal (ANA)	23,919	4.6x	-13%
<i>o/w Lisbon</i>	12,136	4.8x	-17%
United Kingdom	15,410	15.2x	-39%
<i>o/w LGW</i>	13,137	23.1x	-41%
France	6,951	3.5x	-30%
<i>o/w ADL (Lyon)</i>	3,833	3.5x	-33%
Cambodia	670	4.9x	-89%
USA	4,664	+84%	-7.6%
Brazil	5,519	+52%	-7.6%
Serbia	2,136	2.3x	-18%
Dominican republic	2,801	+47%	-0.7%
Total fully consolidated subsidiaries	62,072	3.6x	-27.2%
Japan (40%)	8,204	+99%	-68%
Chile (40%)	8,732	2.6x	-31%
Costa Rica (45%)	797	2.3x	+7.8%
Rennes-Dinard (49%)	295	2.8x	-36%
Total equity-accounted subsidiaries**	18,028	2.3x	-54.2%
Total passengers managed by VINCI Airports**	80,100	3.2x	-35.7%

* Passenger numbers at Skavsta airport (Sweden) have been excluded following its disposal in May 2022

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

VINCI Autoroutes

Change in revenue and Ebitda margin over 5 years



A strategically located network

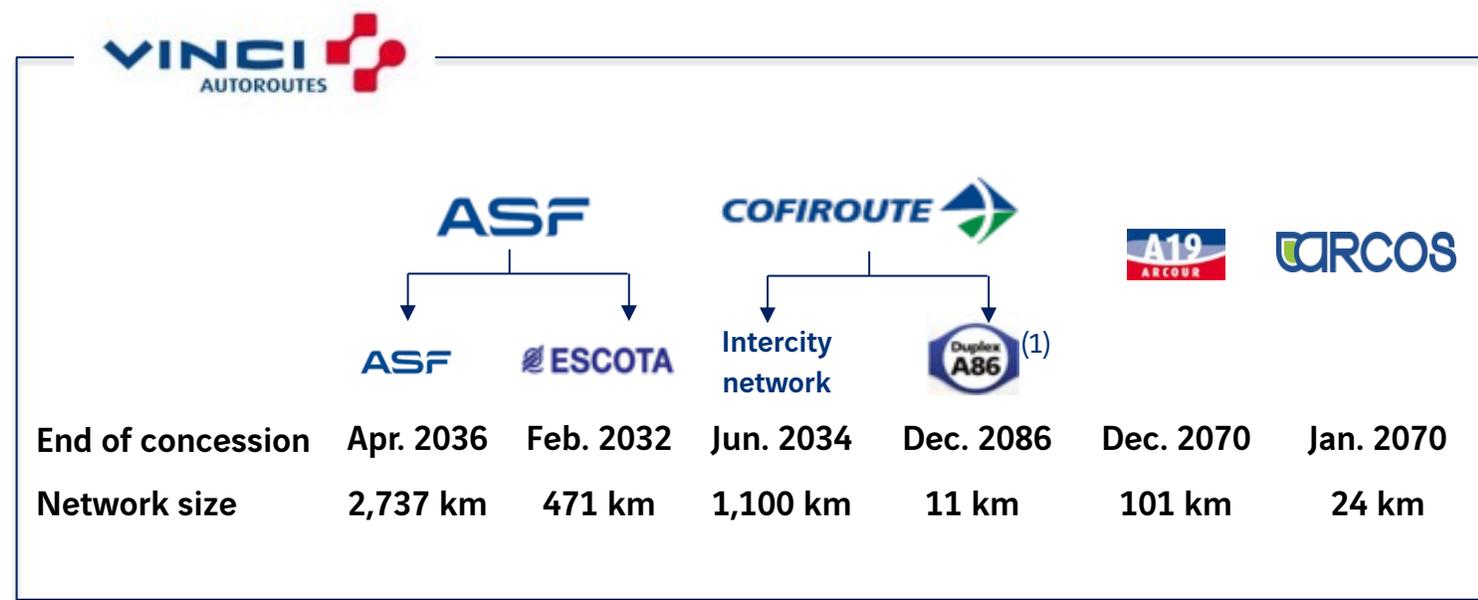


- ASF
- Cofiroute
- ESCOTA
- A19-Arcour
- A 355: Arcos: Western Strasbourg bypass

4,443 km
under concession

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

>35%
of total motorway
network in France



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

Contractual framework of toll increases (LVs)

	ASF	Escota	Cofiroute Intercity Network
End of concession	2036	2032	2034
2022*	2.19%	2.05%	1.90%
2023	70% x i + 0.39% (2015 toll freeze) + 0.26% (Montpellier Western bypass)	70% x i + 0.25 % (2015 toll freeze)	70% x i + 0.10% (2015 toll freeze)
2024-2026	70% x i + 0.26% (Montpellier Western bypass)	70% x i	70% x i
After 2026	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 2022

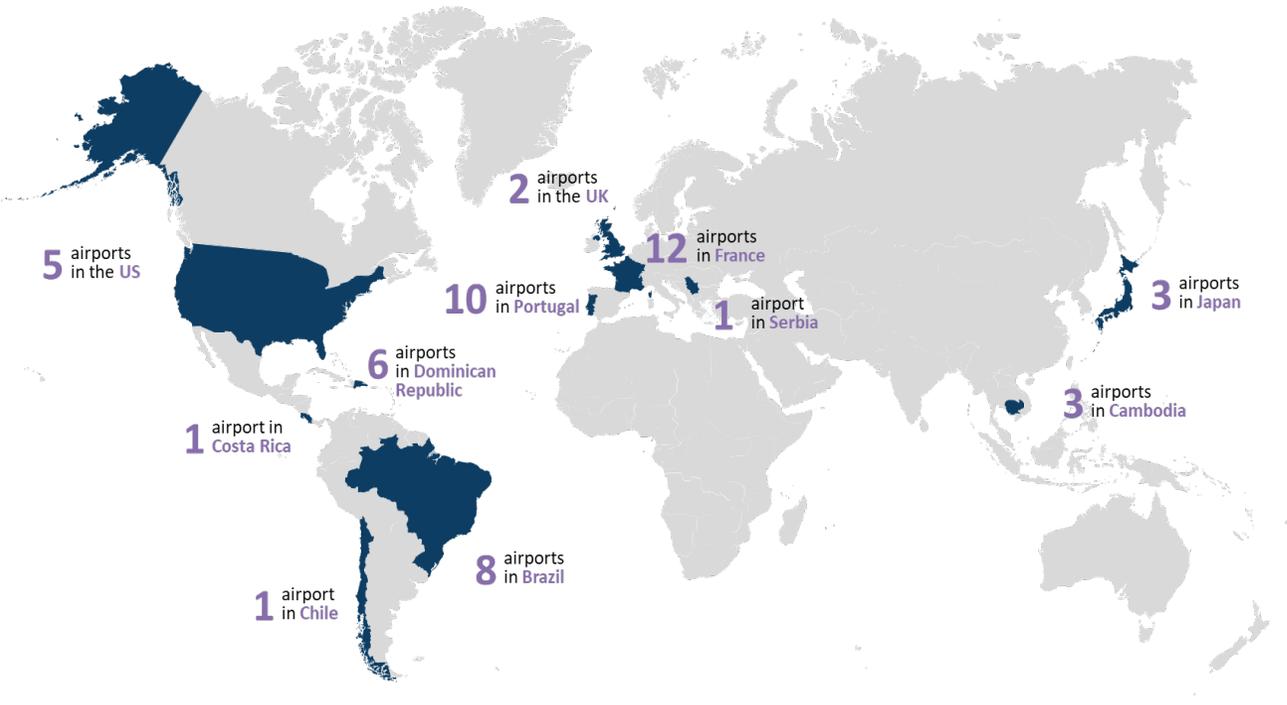


VINCI Airports

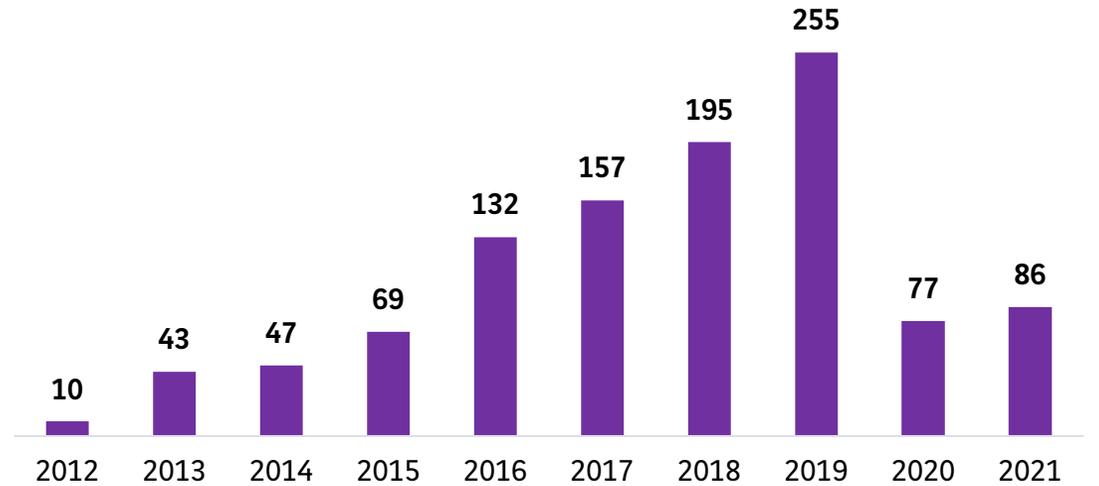


The most geographically diversified airport operator

52* platforms in **11** countries



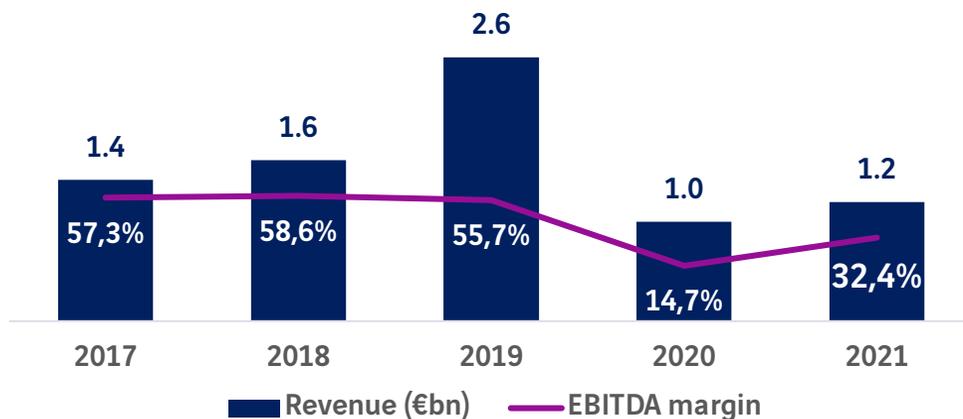
Passengers traffic¹ (millions of pax.)



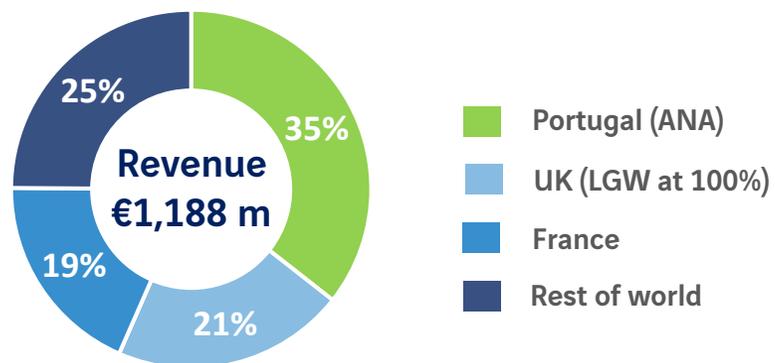
¹ Data at 100% irrespective of percentage held
Data include airport passenger numbers on a full-year basis

* Excluding Skavsta airport (Sweden), disposed of in 2022

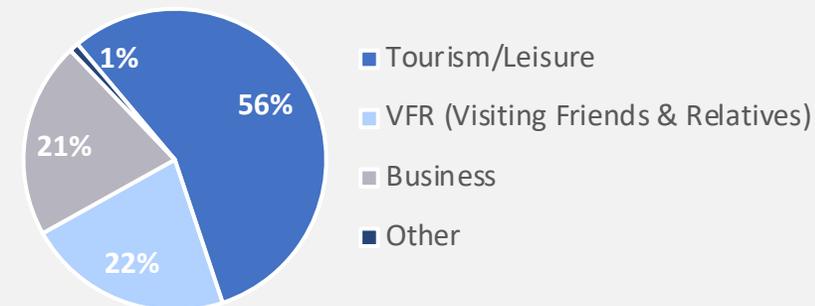
Revenue and Ebitda margin over the past 5 years



VINCI Airports 2021 revenue by country

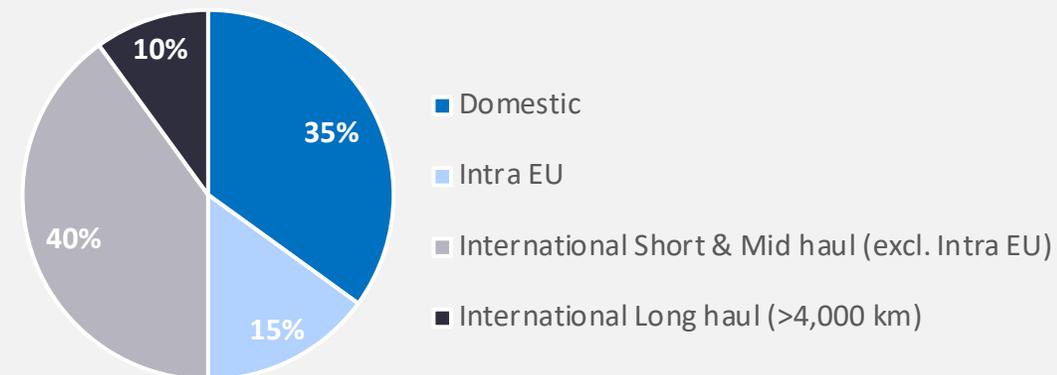


Traffic breakdown by segment* (FY 2019)



* Estimates based on internal surveys realised in the airports

Breakdown of seats by destination (FY 2019)





VINCI AIRPORTS

Country	Name	Description	mPAX in 2019	mPAX in 2021	End of concession	VINCI share	Traffic risk	Consolidation
UK	London Gatwick	Freehold	46.6	6.3	-	50%	Yes	Full consolidation
	Belfast International	Freehold	6.3	2.3	2993	100%	Yes	Full consolidation
Portugal	ANA (10 airports in Lisbon, Porto, Faro, Madeira, Azores islands)	Concession	59.1	24.9	2063	100%	Yes	Full consolidation
	<i>Of which Lisbon airport</i>		31.2	12.1				
Japan	Kansai airports (Kansai International, Osaka Itami, Kobe)	Concession	51.8	11.4	2060	40%	Yes	Equity method
	<i>Of which Kansai International</i>		31.9	3.1				
Chile	Santiago	Concession	24.6	10.0	2035	40%	Yes	Equity method
France	Lyon airports (Lyon-Bron, Lyon Saint-Exupéry)	Concession	11.8	4.5	2047	30.6%	Yes	Full consolidation
	Chambéry, Clermont-Ferrand, Grenoble, Pays d'Ancenis	DSP*	0.9	0.1	2025 to 2029	100%	Yes	Full consolidation
	Bretagne Rennes & Dinard	DSP*	0.9	0.4	2024	49%	Yes	Equity method
	Aéroports du Grand Ouest (Nantes Atlantique, Saint-Nazaire)	Concession	7.2	3.3	2021**	85%	Yes	Full consolidation
	Toulon-Hyères	Concession	0.5	0.3	2040	100%	Yes	Full consolidation
	Annecy Mont-Blanc	Concession	n.a.	n.a.	2036	100%	Yes	Full consolidation
Cambodia	Phnom Penh, Siem Reap, Sihanoukville	Concession	11.6	0.3	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

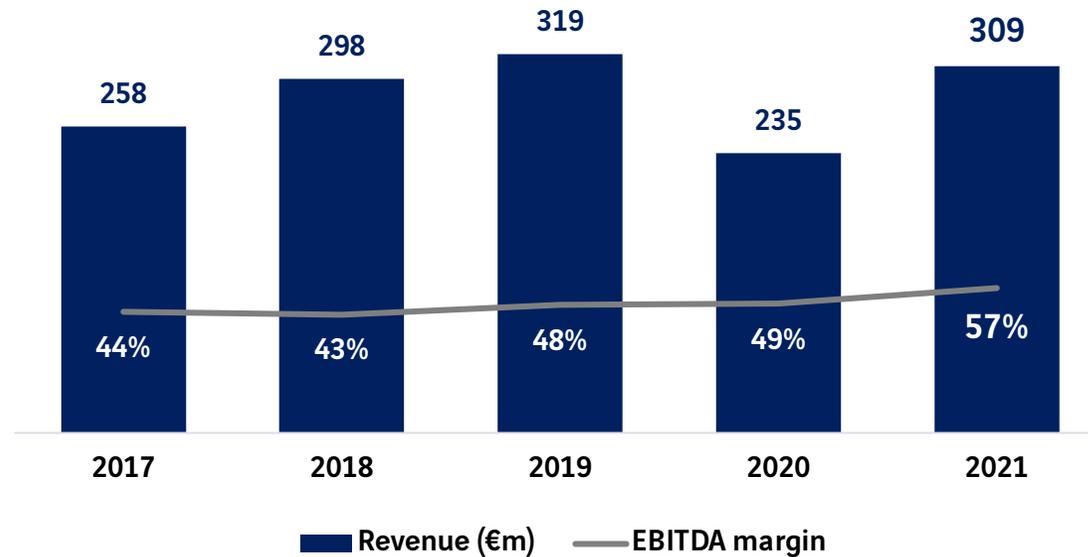
Country	Name	Description	mPAX in 2019	mPAX in 2021	End of concession	VINCI share	Traffic risk	Consolidation
USA	Orlando-Sanford	Concession	3.3	2.4	2039	100%	Yes	Full consolidation
	4 airports : Hollywood Burbank Airport in California, Atlantic City in New Jersey, Macon Downtown Airport and Middle Georgia Airport in Georgia	Management Contracts	7.1	4.6	n.a	100%	No	Full consolidation
Brazil	Salvador	Concession	7.8	5.6	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	n.a.	n.a.	2051	100%	Yes	Full consolidation
Serbia	Belgrade	Concession	6.2	3.3	2043	100%	Yes	Full consolidation
Dominican Republic	Aerodom (Santo Domingo, Puerto Plata, Samana, La Isabela, Barahona, El Catay)	Concession	5.6	4.6	2030	100%	Yes	Full consolidation
Costa Rica	Guanacaste	Concession	1.2	0.8	2030	45%	Yes	Equity method

In 2022:

- VINCI Airports **sold its stake in Stockholm Skavsta Airport management company** and signed an agreement to develop a photovoltaic power plant on the airport's site;
- VINCI Airports **signed a 40-year concession agreement for the 7 airports of Cape Verde** (2.8 mPax in 2019). The financial arrangements for the project are expected to be finalised by mid-2023, when the new concession company will begin operating the airports.

VINCI Highways, VINCI Railways and VINCI Stadium

Revenue over the past 5 years



Main fully consolidated entities

€ million

	Revenue	
	FY 2021	FY 2020
Lima Expresa (Peru)	90	73
Rion Antirion bridge (Greece)	49	33
MESEA (Tours-Bordeaux high-speed rail maintenance company)	40	38
Stade de France	22	24



VINCI HIGHWAYS

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	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
Colombia	Motorway	Bogota-Girardot (VIA 40)	141 km + 65km (3 rd lane) under construction	2042	50%	yes	Equity method

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	57.4%	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 (512mtrs), Louisville, KY	2051	33.3%	no	Equity method



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	MMArena	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

* 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 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 Railways

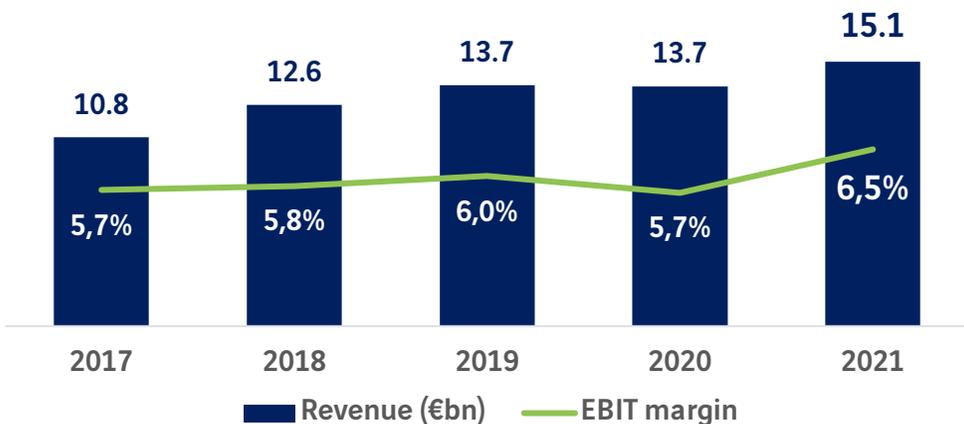
Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
France	Rail	GSM-Rail	Ground-train communication system on 16,000 km of track	2025	70%	no	Equity method
	Rail	SEA High-Speed-Rail	302 km of high-speed rail line between Tours and Bordeaux	2061	33.4%	yes	Equity method

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

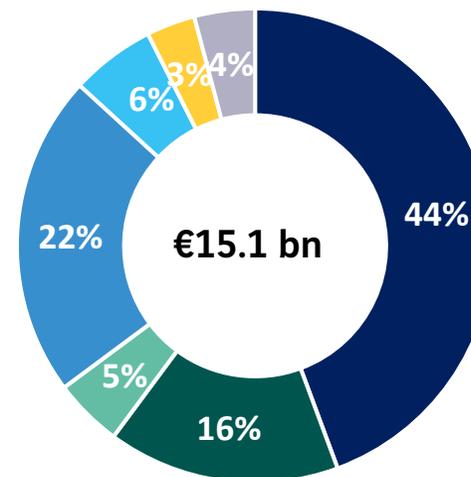
Energy & Construction

Revenue and Ebit margin over the past 5 years



1,800
Business Units

2021 revenue by geographical area



- France
- Germany
- Scandinavia
- Rest of Europe
- Americas
- Africa
- RoW

Est. Revenue split	Public	Non public
France	9%	34%
International	7%	50%
Total	16%	84%

Infrastructure (energies and transport)

Technical equipment and management systems
Renewable energies and storage
Electric mobility **29%**



Industry

Process operation and control
Electrical, mechanical and thermal engineering / Energy efficiency / Automation
Mechanical and robotics **25%**



Building Solutions

Electrical systems
Heating, ventilation, air conditioning
Building protection / Smart building
Maintenance/Facilities management **28%**



ICT (Information & Communication Technology)

Telecom Infrastructures / Cloud & Data Center
Infrastructures / Enterprise Networks and digital workspace / Data analysis and business applications / Cybersecurity **18%**

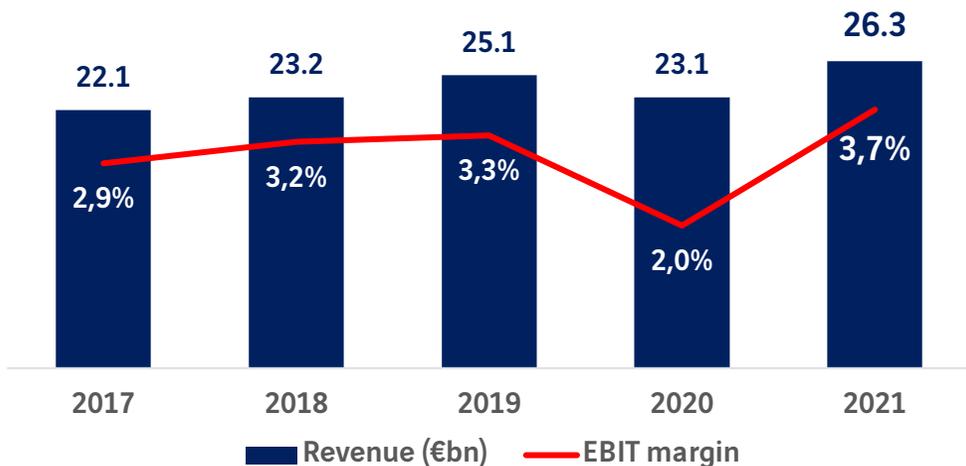


VINCI Construction*: France's leading construction company and a major global player



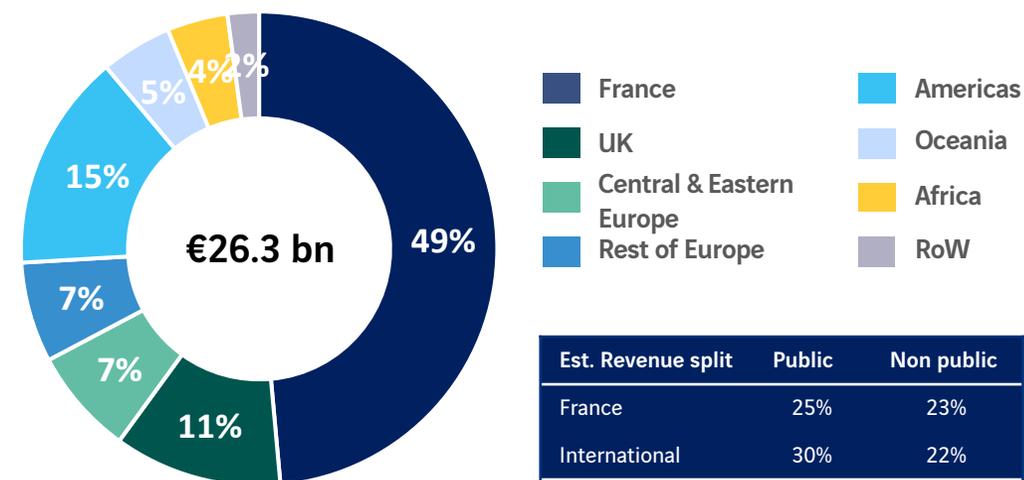
* In addition to its construction activities, VINCI Construction includes Eurovia since January 2021

Revenue and Ebit margin over the past 5 years



1,300
Business Units

2021 revenue by geographical area



Est. Revenue split	Public	Non public
France	25%	23%
International	30%	22%
Total	55%	45%

XX% = % of the division's 2021 revenue

Multi-business subsidiaries

Building
(Non residential / Residential)

Civil engineering

19%

15%

Specialised subsidiaries



15%

Works

Roadworks, railworks and earthworks

36%

Maintenance services

Maintenance and management of road, motorway and rail networks

5%

Asphalt industries

380 asphalt production plants
40 binder manufacturing plants

6%

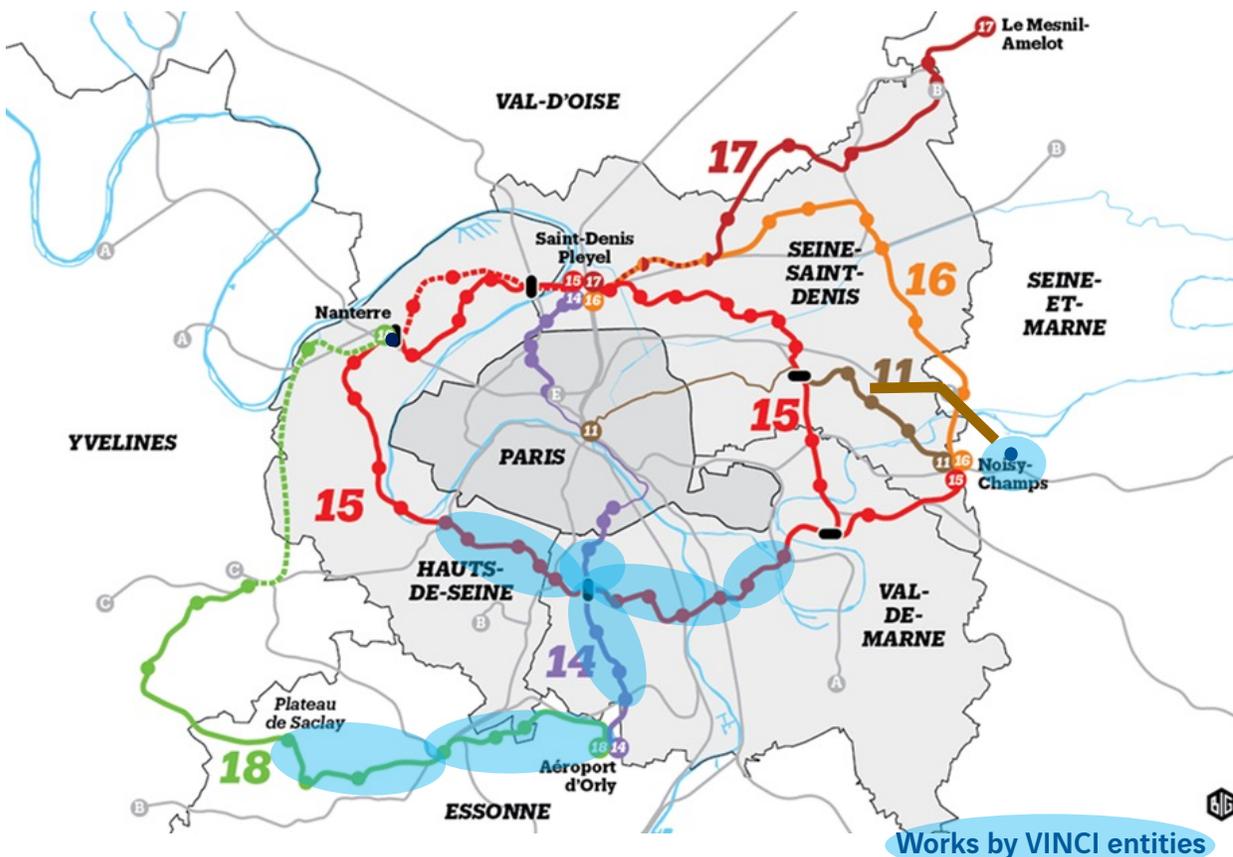
Aggregates

Network of 360 quarries and 200 recycling sites producing 91 m tonnes of aggregates per year (group share), of which 14 m recycled

4%



€4.6 bn attributed to VINCI entities as of December 2021



4 new metro lines around Paris and 2 line extensions

Around
€35 bn
Construction
budget*

200 km
Automatic
metro lines

68
New stations

Expected completion in **2030**

* source: Société du Grand Paris

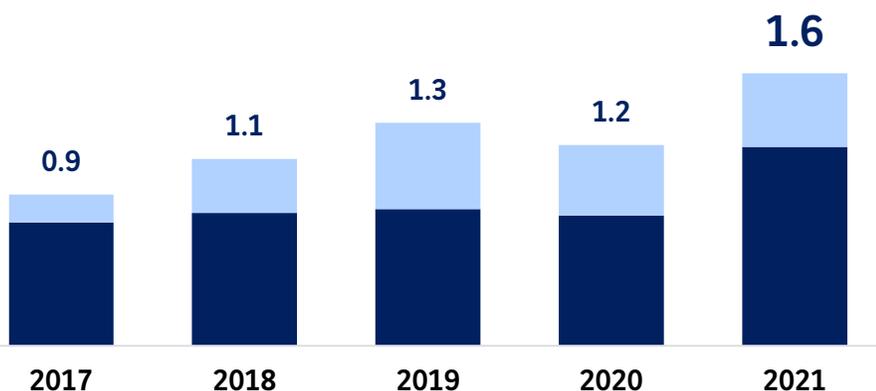
Works packages won in 2021: Line 18 (package 2, CEM Massy), EOLE INSDEF, Line 16 (Noisy), Line 11 (extension), Line 15 (Drancy parking)



VINCI Immobilier



Revenue over the past 5 years

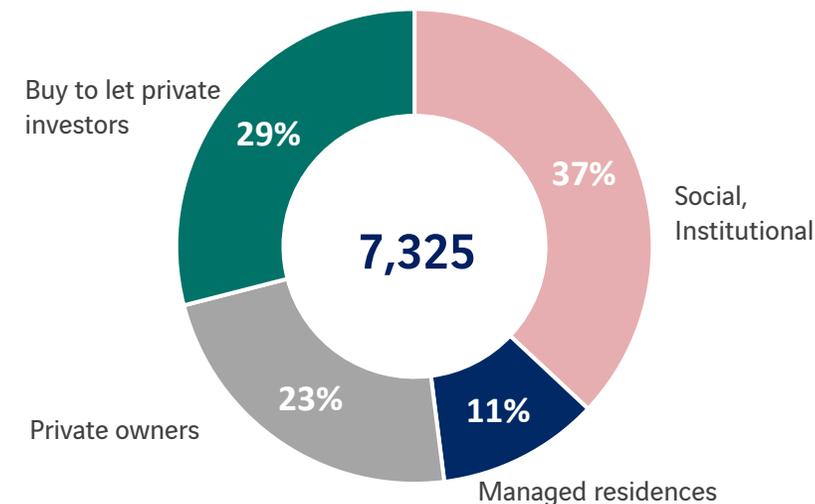


■ Revenue – non residential (€bn)
■ Revenue – residential (€bn)

€2.0 bn
 2021 managed revenue*

 Presence in
23
 cities in France
 (+ in Monaco and Poland)

2021 reservations by destination



Residential Real Estate

Housing / Managed residences **73%**



Non-residential Real Estate

Offices **20%**



Retail **1%**



Hotels **3%**



Services

Managed residences (senior & student) **3%**



XX% = % of the division's 2021 revenue

* Integrating VINCI Immobilier's share in co-development operations

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August 2022

VINCI Autoroutes and VINCI Airports traffic in July 2022

14

September 2022

VINCI Autoroutes and VINCI Airports traffic in August 2022

13

October 2022

Q3 2022 VINCI Airports passenger numbers

25

October 2022

VINCI Q3 2022 revenue publication