

An aerial photograph of a large dam and reservoir. The dam is a long, low structure made of grey stone or concrete, spanning across a valley. The reservoir is a large, dark blue body of water that fills the valley. The surrounding landscape is covered in dense green forest. In the background, there are rolling hills and mountains under a clear blue sky with some light clouds. A winding road is visible in the foreground, leading towards the dam.

2020 full year results

5 February 2021

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.

2020 highlights

Xavier Huillard, Chairman and CEO





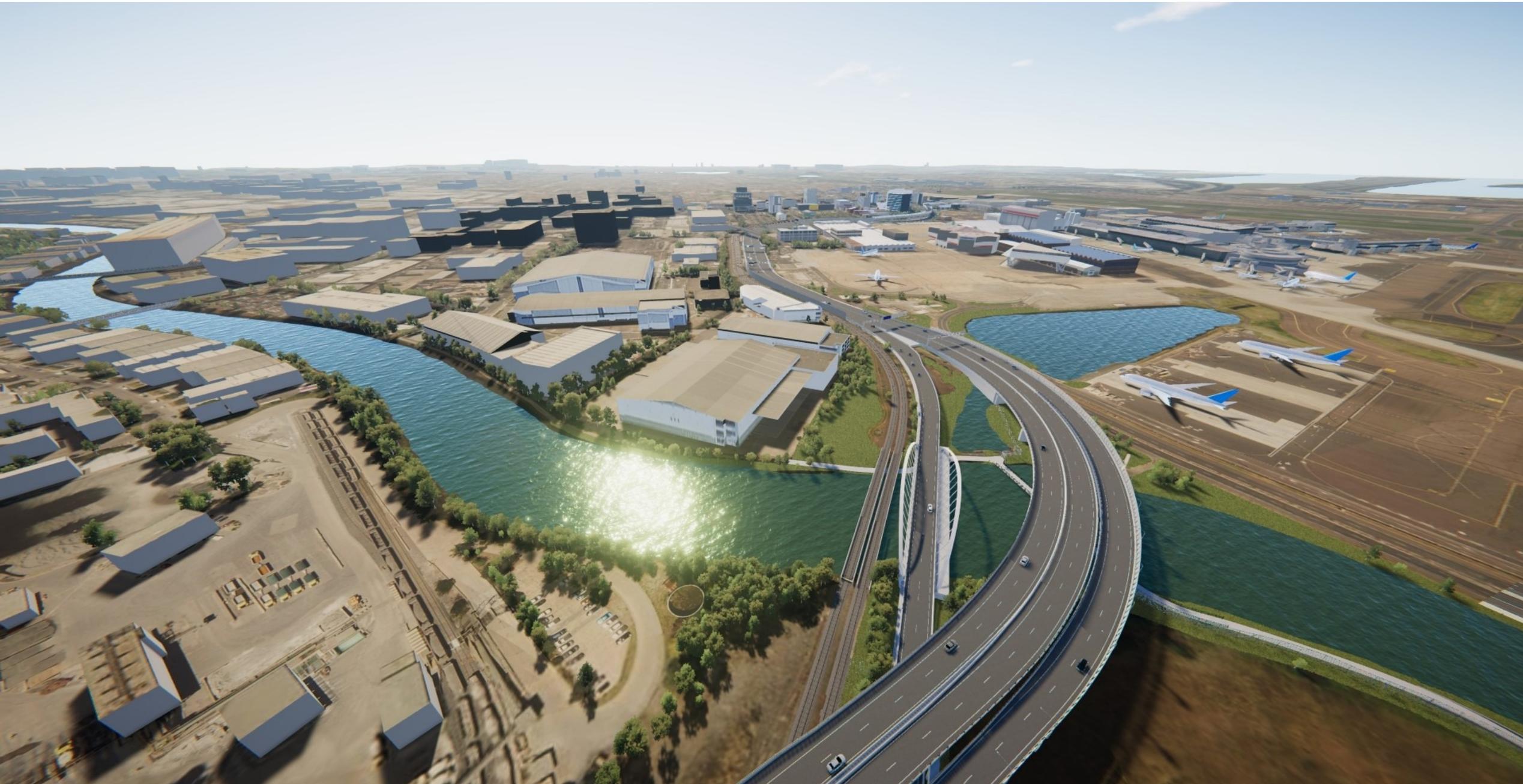
VINCI Highways: operation and maintenance of the D4 motorway in the Czech Republic under a PPP contract.
Design and construction to be carried out by Eurovia



VINCI Energies: acquisition of EWE Offshore Service & Solutions (Germany), a specialist in the development, operation and maintenance of offshore wind farms











Significant fall in earnings in the context of an unprecedented health crisis



Very strong free cash flow (€4 bn), close to the record 2019 figure



Sharp year-on-year reduction in net financial debt and very high level of liquidity



Increase in order intake and order book



Dividend proposed for 2020: €2.04 per share



2021 outlook: Contracting expected to achieve growth in business levels and earnings
Trend in Concessions (VINCI Autoroutes and VINCI Airports) depending on developments in the pandemic situation and the potential resulting restrictions



Rollout of VINCI's new environmental ambition

Revenue

Δ FY 2020/FY 2019

43,234

-10.0%

Ebit

Δ FY 2020/FY 2019

2,859

-50.2%

Ebitda

Δ FY 2020/FY 2019

5,919

-30.3%

Free Cash Flow

Δ FY 2020/FY 2019

3,990

-5%

Net Income

Δ FY 2020/FY 2019

1,242

-61.9%

Diluted net income/share (€)

Δ FY 2020/FY 2019

2.20

-62.1%

Dividend proposed (€)

Δ FY 2020/FY 2019

2.04

unchanged

Net financial debt

Δ since 31 December 2019

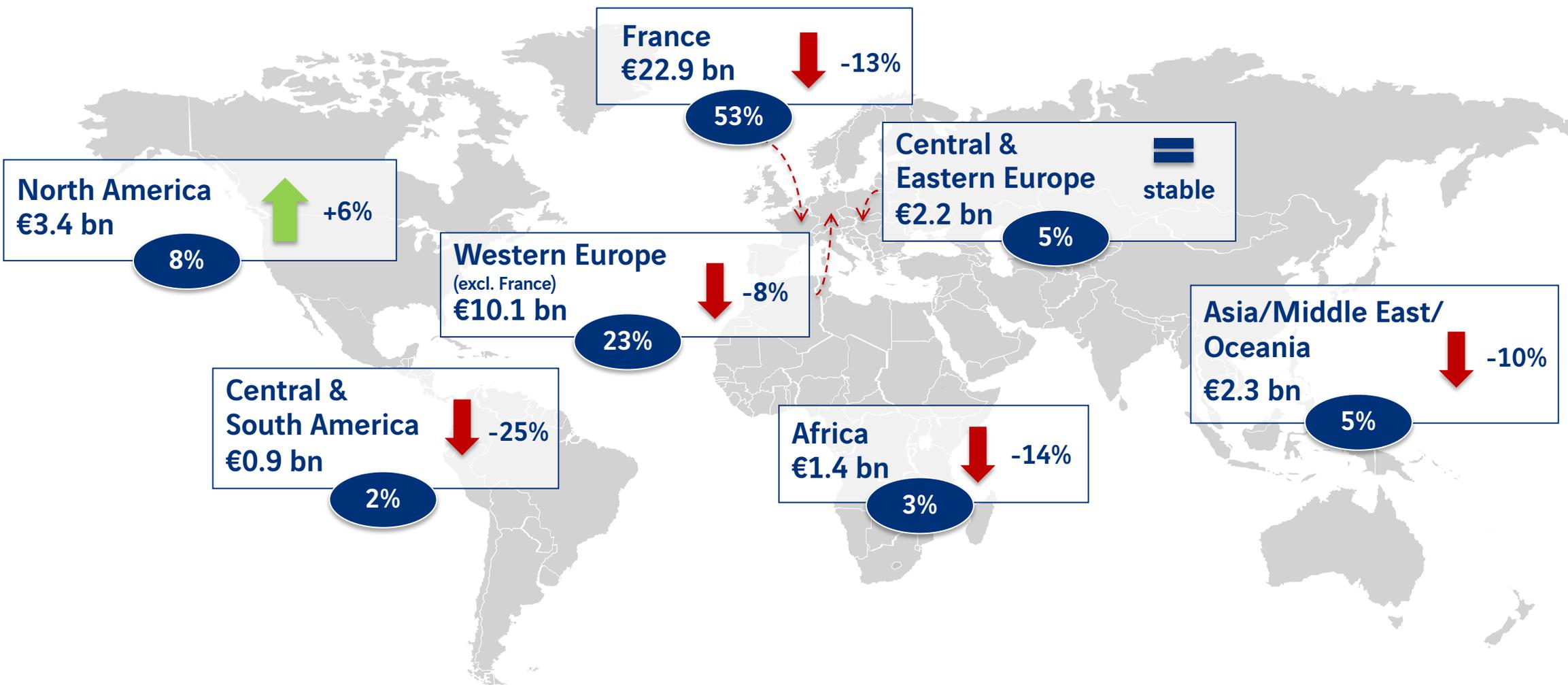
17,989

-3,665

Data in € million (unless otherwise specified)

47% of 2020 revenue generated outside France (vs. 45% in 2019)

53% of 2020 contracting revenue generated outside France (vs. 50% in 2019)

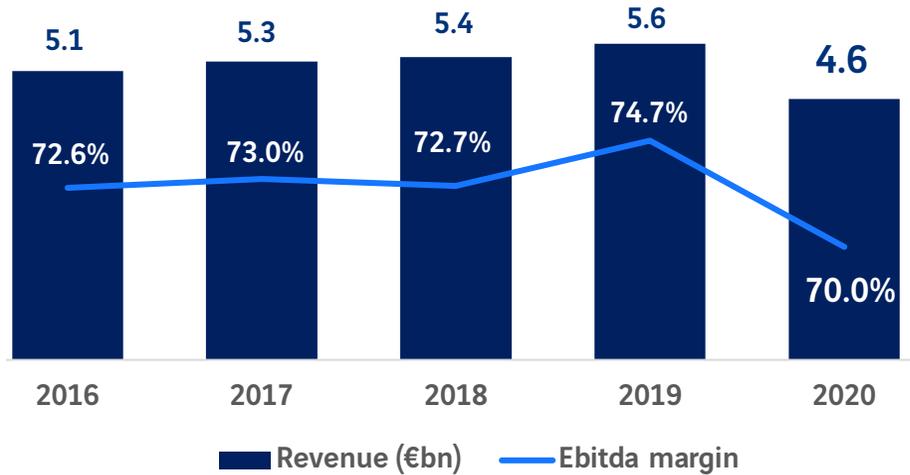


+X% FY 2020/FY 2019 change

X%

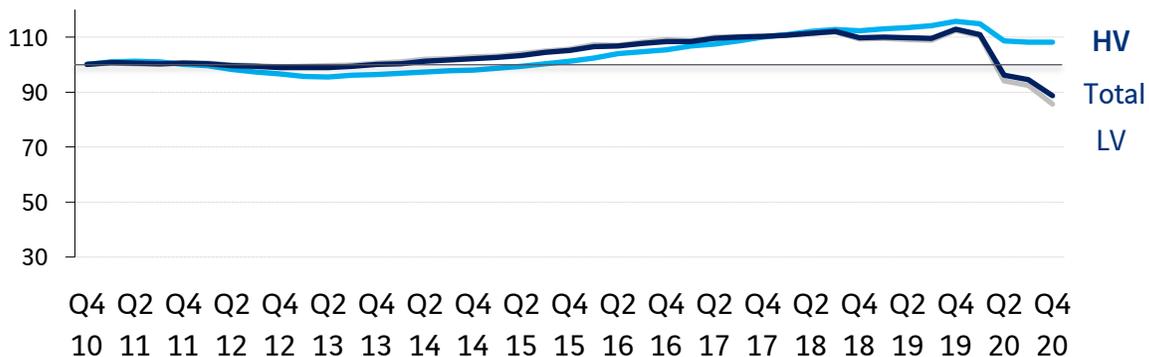
Contribution to FY 2020 revenue

Revenue and Ebitda margin over the past 5 years



Stronger resilience of HV traffic over time

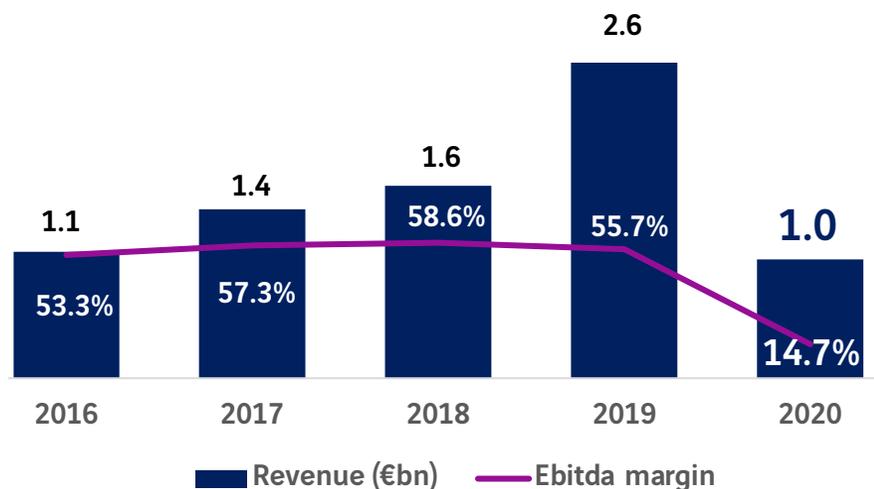
VINCI Autoroutes traffic in the last 10 years (rolling 12 month figures)



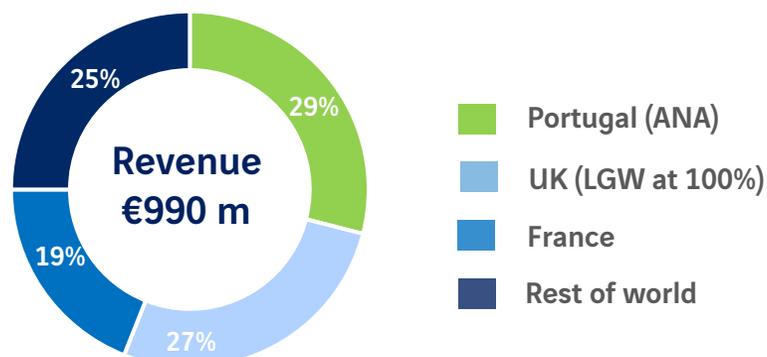
Key takeaways

- Revenue : €4.6 bn (-17.5%)
- Total traffic : -21.4% (-22.4% in Q4 2020)
 - ✓ LV traffic -23.8% (-26.4% in Q4 2020)
 - H1 20: after a good start to the year, sharp traffic fall during the first lockdown in France
 - **Rapid recovery in Q3** with summer traffic close to 2019 levels after the end of the first lockdown
 - **Q4 impacted by restrictions** introduced gradually in France and Europe from the end of October onwards. Note also that traffic levels in December 2019 had been boosted by disruption to France's rail network caused by SNCF strikes
 - ✓ HV traffic: -6.5% (+0.4% in Q4 2020), thanks to resilient economic activity and growth in e-commerce
- Arcos (A355) – Strasbourg bypass: construction works ongoing

Revenue and Ebitda margin over the past 5 years



VINCI Airports 2020 revenue by country



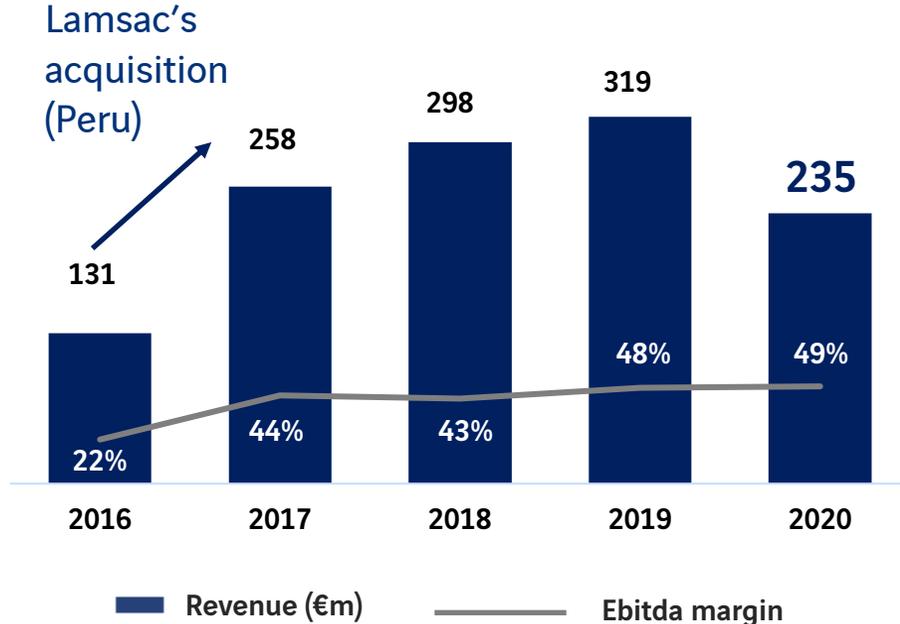
Key takeaways

- Revenue: €1.0 bn (-62.4% and -65.5% lfl*)
- Airports passenger traffic**: -70%
 - ✓ 77 m managed pax** in FY 2020 vs. 255 m in 2019
 - ✓ H1 20: Asian airports affected by the health crisis in early 2020, then virtual shutdown of business across the entire network in Q2 20, as most countries introduced restrictions on commercial flights
 - ✓ Slight recovery in Q3 20 during the summer period with gradual reopening of borders in the Schengen area from 15 June and the loosening of travel restrictions in many countries
 - ✓ Traffic penalised during Q4 20 by new lockdown measures in Europe. Trend improvement in late 2020 at airports in the Americas and Japan, driven by domestic traffic
 - ✓ Rapid uptick in countries that lifted restrictions, such as the Dominican Republic, reflecting ongoing strong demand for travel

*lfl = like for like

**Data at 100% irrespective of percentage held and including airport passenger numbers on a full-year basis

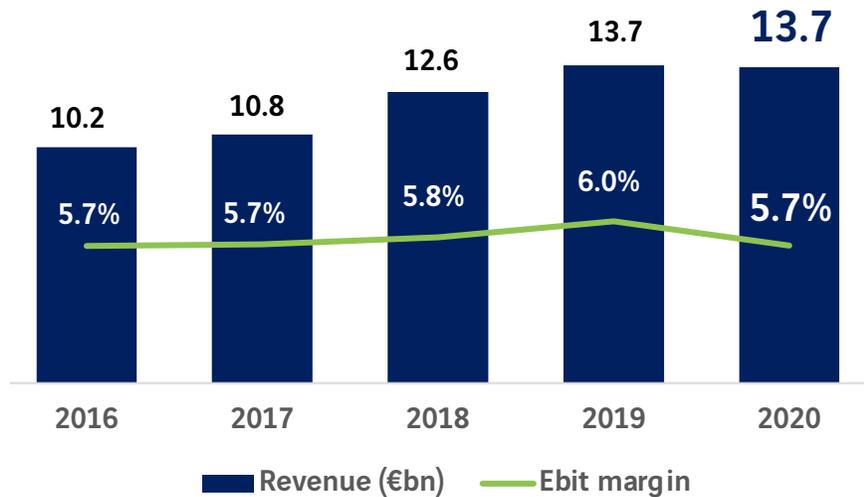
Revenue and Ebitda margin over the past 5 years



Key takeaways

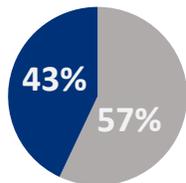
- **Revenue in 2020: €235 m (-26.2%)**
 - ✓ Lamsac : €73 m (-37%)
 - ✓ Gefyra (Rion-Antirion bridge in Greece): €33 m (-22%)
 - ✓ VINCI Stadium : €30 m (-57%)
 - ✓ Mesea (maintenance of the SEA HSL): €38 m (-4%)
- **EBITDA: €114 m (48.5% of revenue)**
- **VINCI Highways recent developments**
 - ✓ Oct. 2020: signature of an agreement for a **motorway PPP contract in Kenya**, with works to be performed by VINCI Construction
 - ✓ Dec. 2020: consortium led by VINCI Highways designated as preferred bidder for the **D4 motorway PPP contract in the Czech Republic**. Design and construction to be carried out by Eurovia

Revenue and Ebit margin over the past 5 years



Revenue evolution and split by geographical area

France
-4.8%
(-5.8% like for like)



International
+2.8%
(-2.9% like for like)

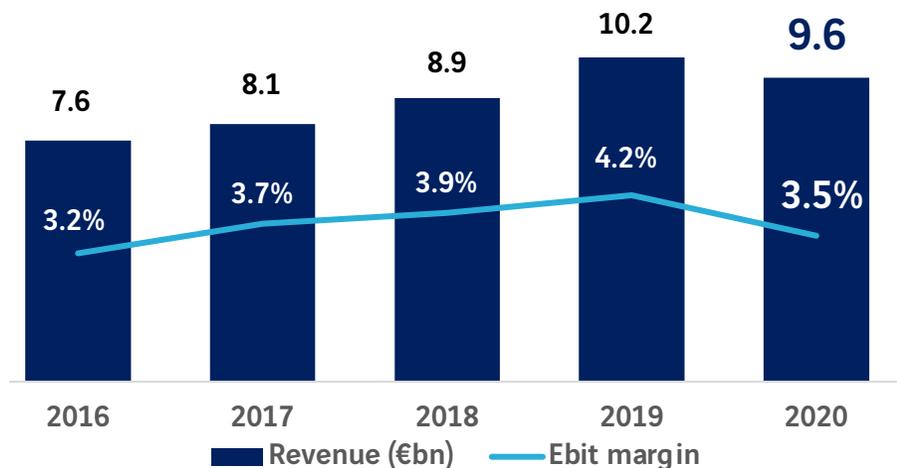
Key takeaways

- **Revenue : €13.7 bn (-0.6% and -4.2% lfl). Q4 revenue up 1.2 % lfl**
 Good resilience in particularly tough economic conditions, thanks to VINCI Energies' diversity in terms of geographical exposure, business segments and expertise
 - ✓ Recent acquisitions contributed almost €600 m to 2020 revenue change
 - ✓ **France:** strong recovery following the first lockdown, with business levels in the second half of 2020 close to levels seen in 2019
 - ✓ **International:** growth in Europe and North America offset declines in Africa, Middle East and South America

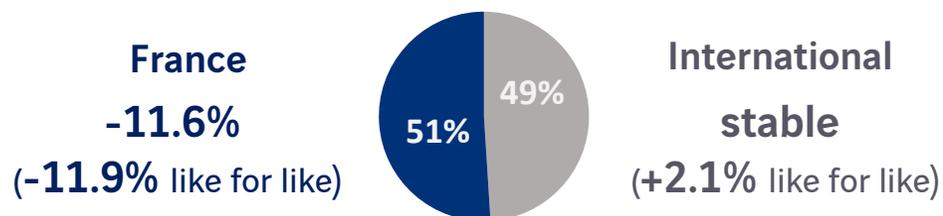
- **21 acquisitions in 2020** (vs 34 in 2019), of which:
 - ✓ Acquisition of Transelec Comm Inc., leading energy and telecommunication infrastructure specialist in Canada (Québec)
 - ✓ 20 (mainly in Europe)

- **Order intake: €14.4 bn (+2%),** driven by Infrastructure and ICT activities outside France

Revenue and Ebit margin over the past 5 years



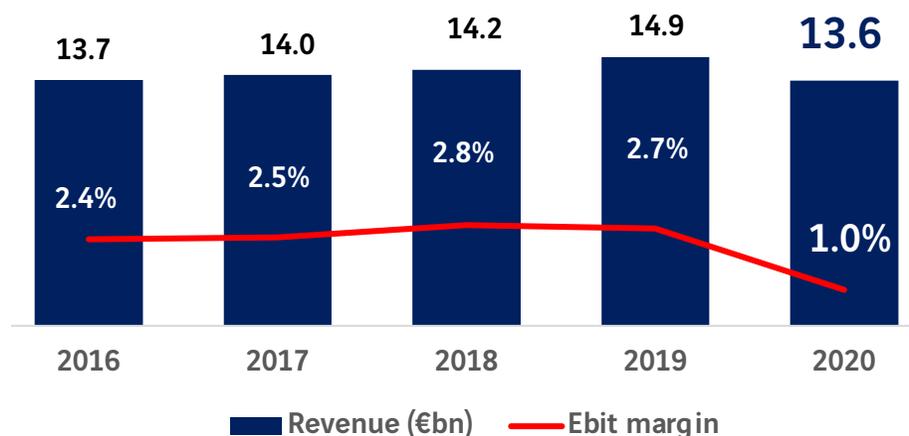
Revenue evolution and split by geographical area



Key takeaways

- Revenue: €9.6 bn (-6.2% and -5.5% lfl). Q4 revenue stable (-0.7% lfl)**
 - ✓ **France:** near-total shutdown of worksites during the first lockdown. Upturn in Q3 20, confirmed in Q4 20
 - ✓ **International:** business activity maintained in most of Eurovia's countries, even at the peak of the health crisis. At constant exchange rates, revenue rose in the United States, the United Kingdom, the Czech Republic and Chile. Revenue decreased in Germany, Canada, Poland, and Slovakia
- Order intake: €10.2 bn (-7%)** impacted by the post-electoral situation in France, not conducive to local authorities starting new projects. **Positive inflexion in Q4 with order intake +13% (+7% in France)**
- Reserves of aggregates: 3.1 bn tons (Group share)**

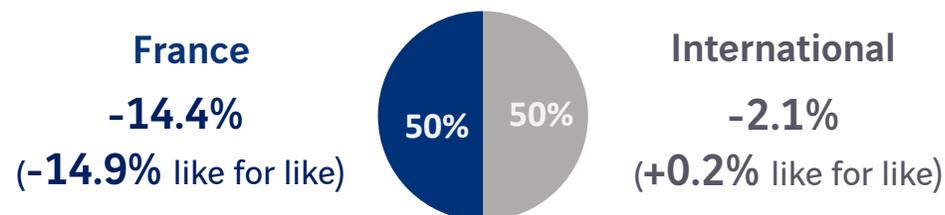
Revenue and Ebit margin over the past 5 years



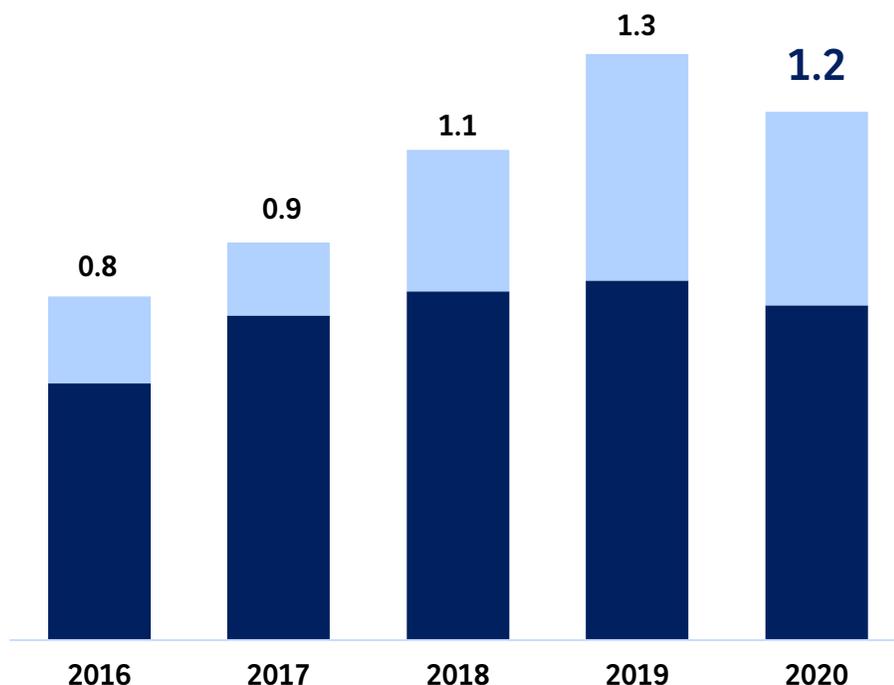
Key takeaways

- Revenue: €13.6 bn (-8.6% and -7.9% lfl). Q4 revenue up 1.5% lfl**
 - ✓ **France:** almost all worksites shut down during the first lockdown, before reopening gradually from beginning of May
 - ✓ **International:** business conditions varied depending on decisions taken by the local health authorities, but activity levels resilient overall. International revenue stable like-for-like, supported by the ramp-up of several recently won contracts in the Major Projects division
- Ebit margin** affected by losses on several building projects in France, mainly caused by lower-than-normal business levels and weaker productivity, due to the health crisis. Difficulties at Entrepose, which specializes in the oil and gas industries, prompted a major overhaul of its business
- Order intake: €18.8 bn (+14%) driven by major contract wins** in France, the UK, Canada, Australia and New Zealand

Revenue evolution and split by geographical area



Revenue over the past 5 years



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

Key takeaways

- **Revenue in 2020: €1.2 bn (-9.9%)**

Business levels were affected by the lockdown in mid-March, which caused projects to shut down and severely disrupted the marketing of current developments. New development projects were also affected by the postponement of municipal elections and the resulting delays in granting planning permission
- **Managed revenue*: €1.4 bn (-10.9%)**
- **Upturn in housing unit reservations (including Urvat Promotion) in Q4 2020 limiting the full-year decrease to 16%, i.e. 6,120 units**

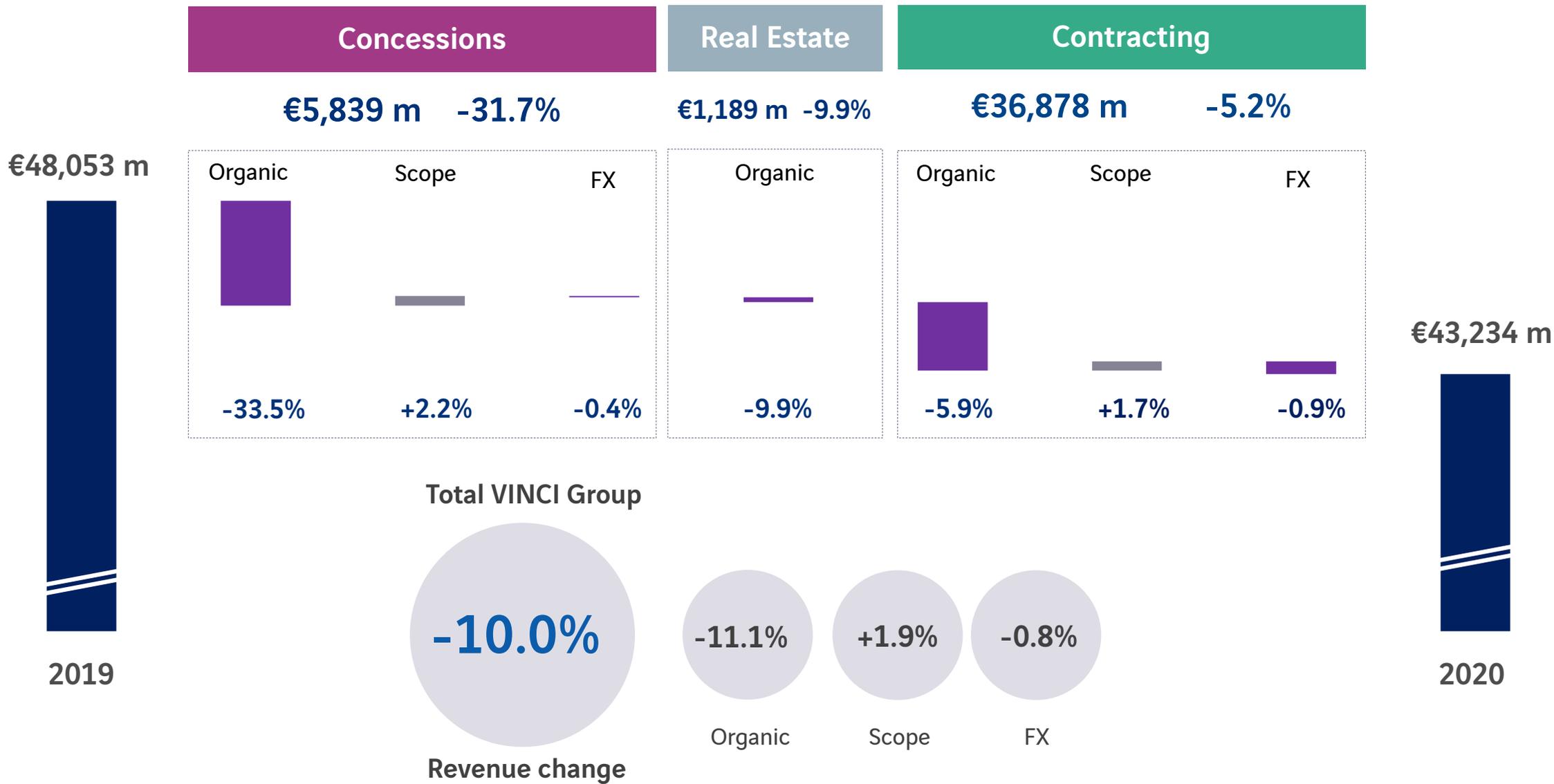
 - ✓ significant recovery in individual home sales
 - ✓ block sales of homes to public sector entities (CDCH, Action Logement)
 - ✓ firm sales of homes in managed residences
- **Acquisition of URBAT Promotion, a specialist home developer in the south of France (719 unit reservations in 2020) completed in January 2021**

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

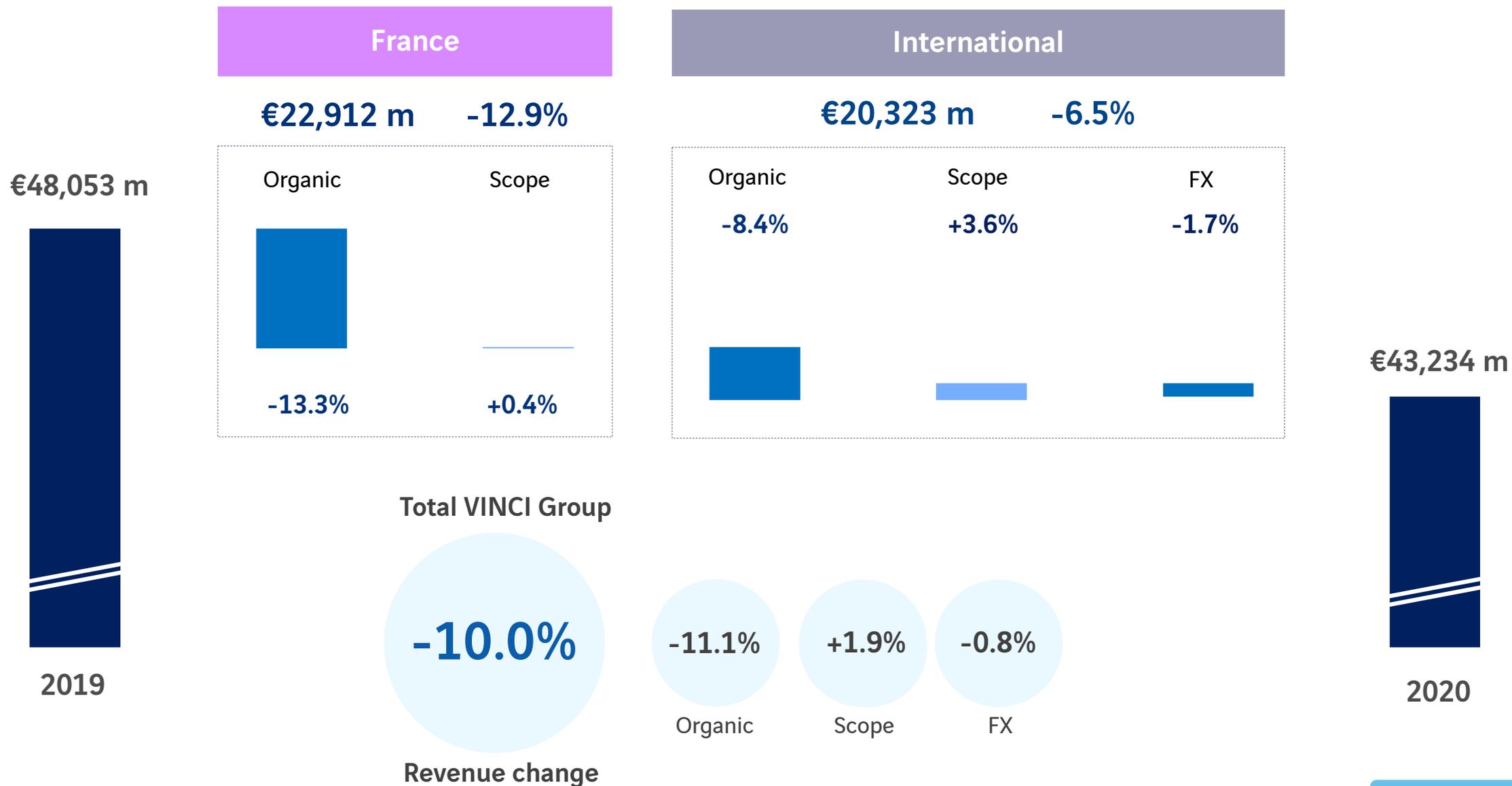
2020 financial data

Christian Labeyrie, Executive Vice-President and CFO

Change in 2020 consolidated revenue by division



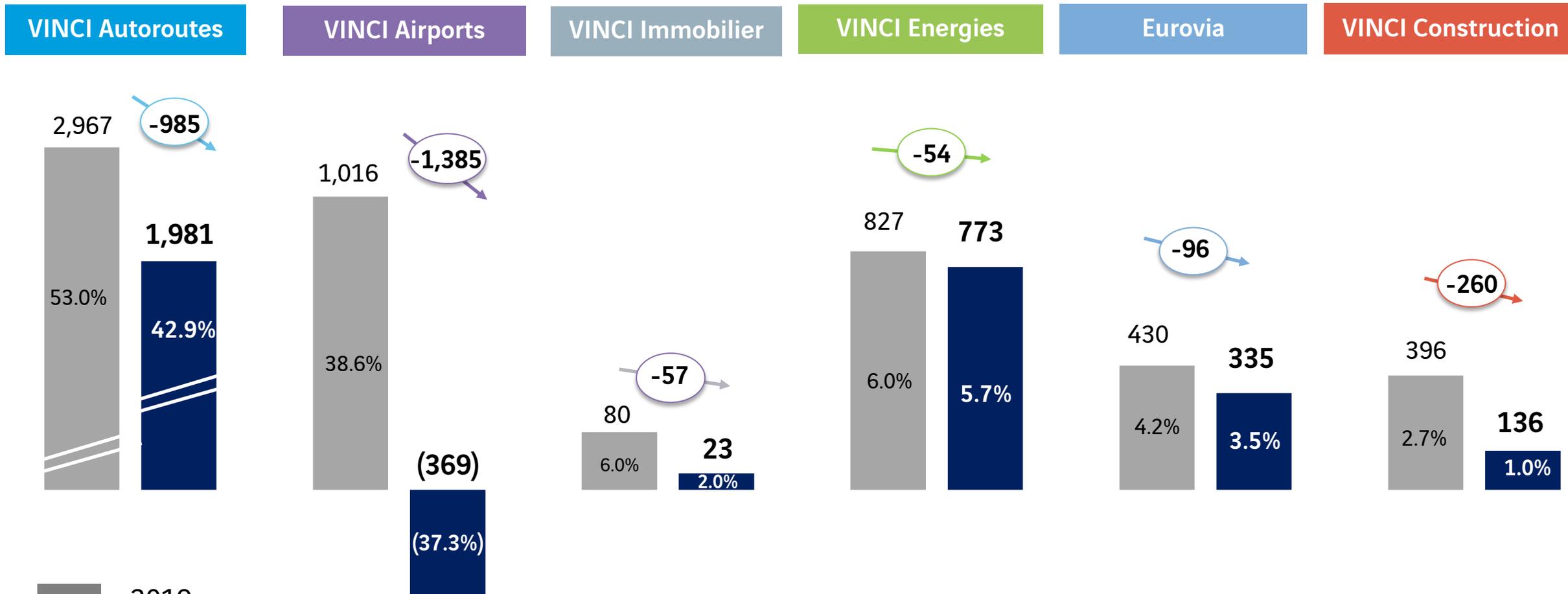
Change in 2020 consolidated revenue by geographical area



Operating income from ordinary activities (Ebit)

VINCI Group Ebit: €2,859 million (-50%)

Ebit margin: 6.6% (vs. 11.9% in 2019)



2019
2020

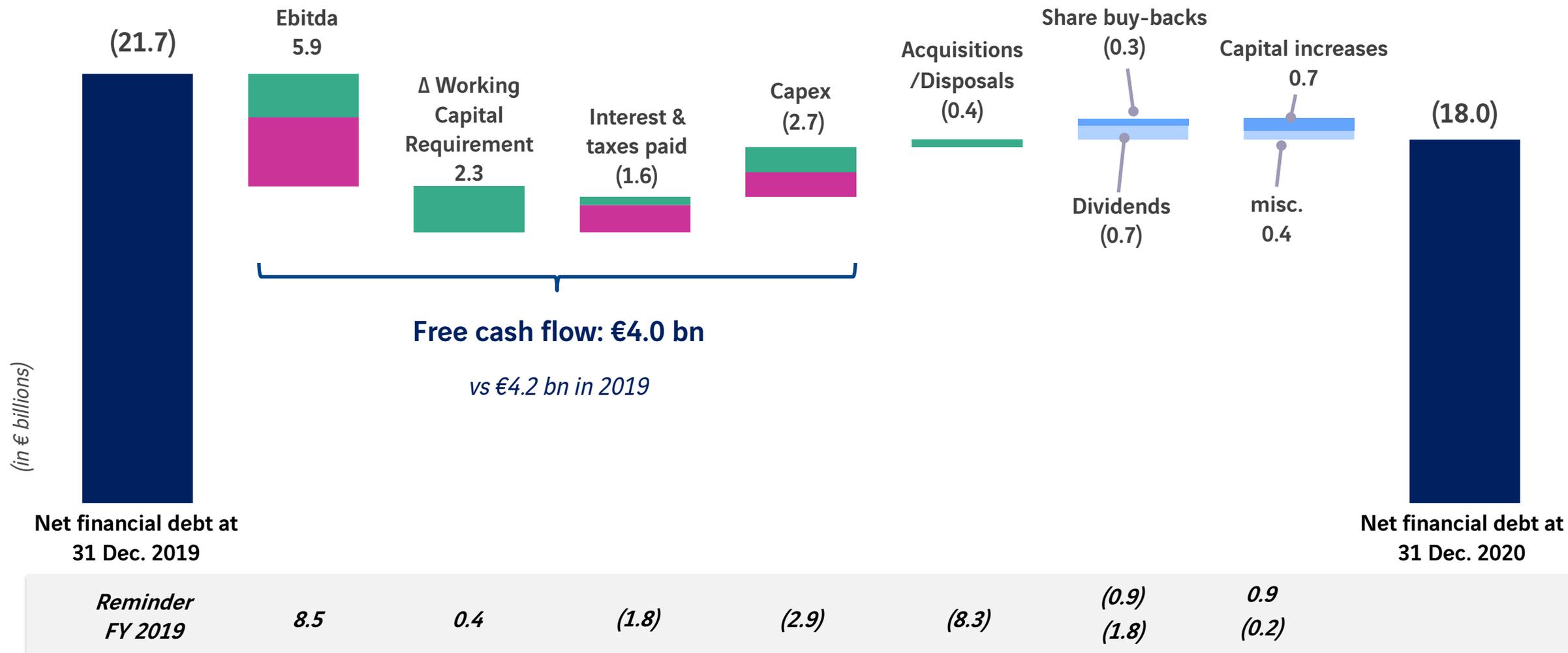
(Ebit in € millions and Ebit margin as % of revenue)

Income statement

| <i>(in € millions)</i> | 2020 | 2019 | Δ 2020/2019 |
|---|--------------|--------------|---------------|
| Operating income from ordinary activities (Ebit) | 2,859 | 5,734 | -50.2% |
| <i>% of revenue</i> | 6.6% | 11.9% | |
| <i>- share-based payment expense (IFRS 2)</i> | (240) | (291) | |
| <i>- profit/loss of equity-accounted cos. & miscellaneous</i> | (108) | 260 | |
| Recurring operating income | 2,511 | 5,704 | -56.0% |
| <i>Non-recurring operating items</i> | (52) | (40) | |
| Operating income | 2,459 | 5,664 | -56.6% |
| Financial income/(expense) | (636) | (622) | |
| Income tax | (807) | (1,634) | |
| <i>Effective income tax rate</i> | 41.0% | 33.8% | |
| Non-controlling interests | 226 | (148) | |
| Net income attributable to owners of the parent | 1,242 | 3,260 | -61.9% |
| Diluted earnings per share <i>(in €)</i> | 2.20 | 5.82 | -62.1% |

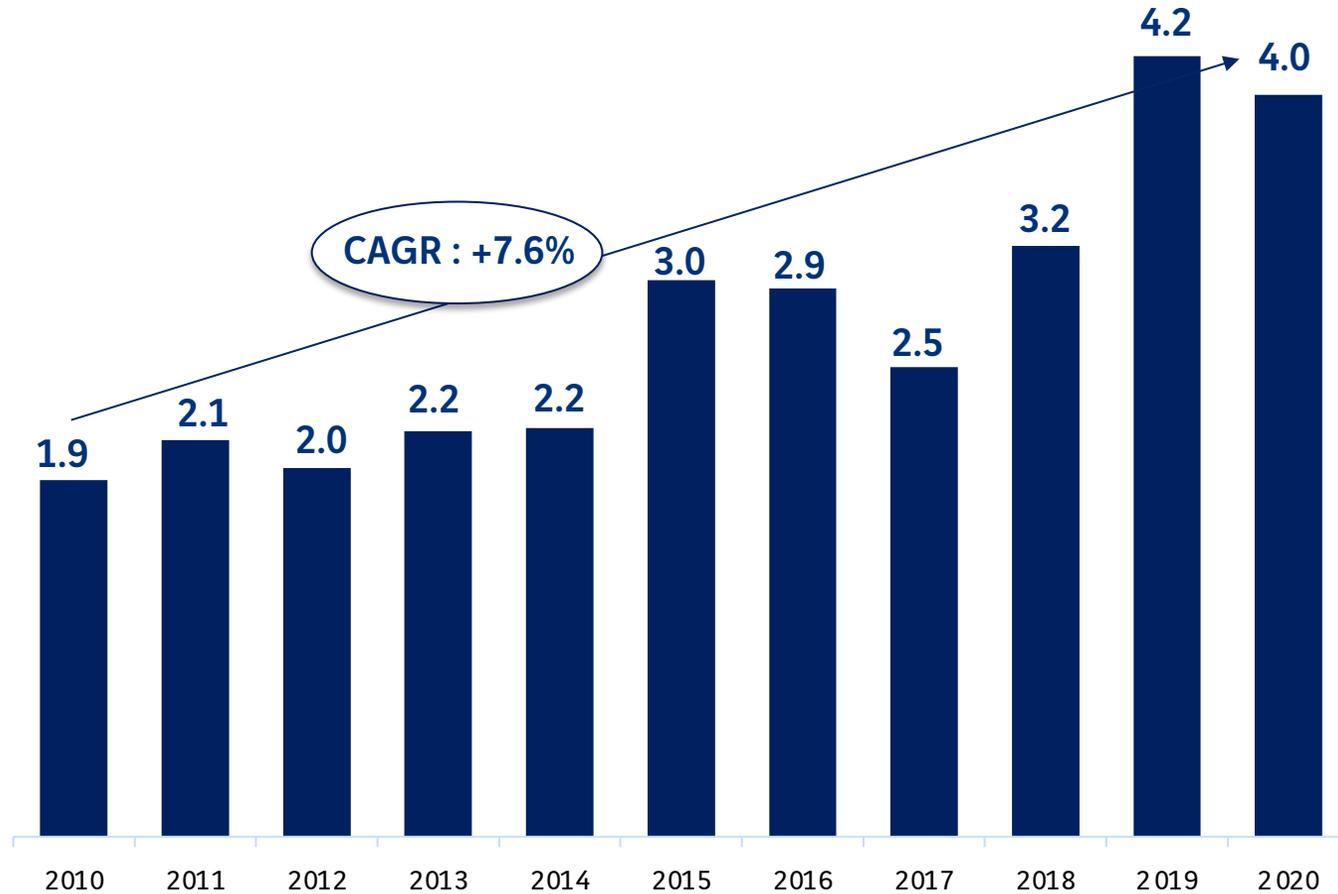
Sharp reduction in net financial debt during 2020

€3.7 bn decrease in net financial debt in 2020 (-17%)

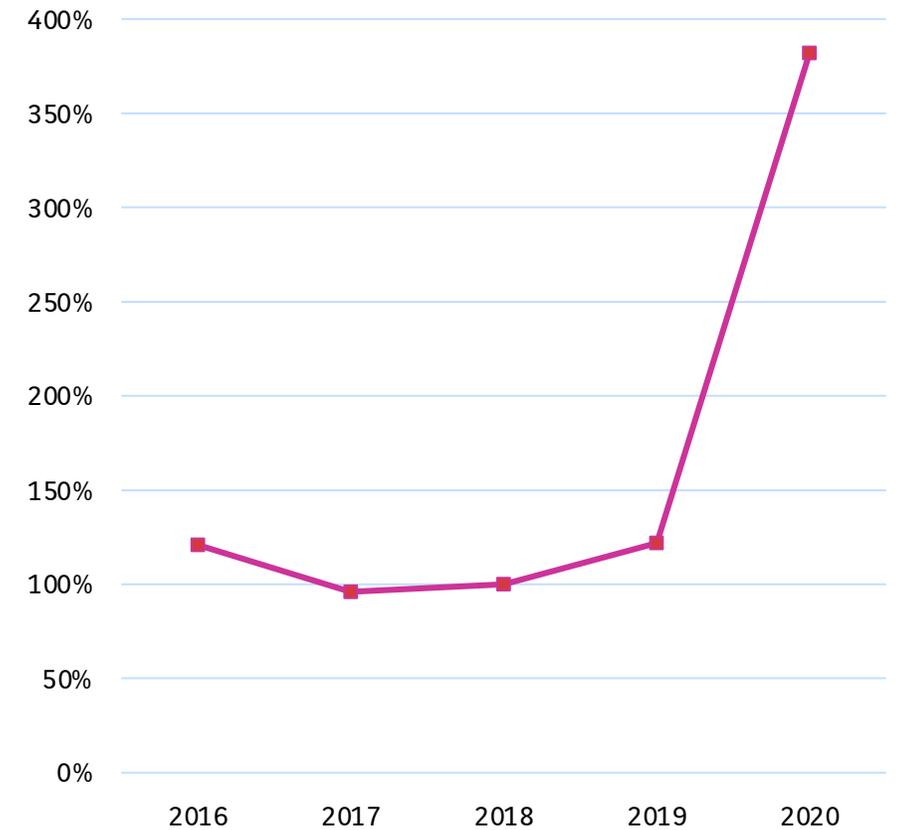


Strong free cash flow generation and high level of cash conversion

Free cash flow generation 2010 to 2020: €30.3 bn total



Average cash conversion* over the last 5 years: 164%



* Cash conversion = Free Cash Flow / Net result before non-controlling interests and excluding non-recurring impacts

Consolidated balance sheet

| <i>(in € million)</i> | 31 Dec. 2020 | 31 Dec. 2019 |
|--|-----------------|-----------------|
| Non-current assets – concessions | 40,879 | 42,968 |
| Non-current assets – contracting and other | 14,212 | 14,055 |
| WCR, provisions and other current assets & liabilities | (8,833) | (6,965) |
| Capital employed | 46,258 | 50,058 |
| Equity | (23,024) | (23,042) |
| Lease debt (IFRS 16) | (1,907) | (1,862) |
| Non-current provisions and misc. long-term liabilities | (3,337) | (3,500) |
| Long-term resources | (28,268) | (28,404) |
| Gross financial debt | (27,942) | (28,405) |
| Net cash managed | 9,953 | 6,751 |
| Net financial debt | (17,989) | (21,654) |

Return on capital employed (ROCE)*

| | |
|--------------|--------------|
| in 2019 | in 2020 |
| 9.0 % | 3.3 % |

Return on equity (ROE)**

| | |
|---------------|--------------|
| in 2019 | in 2020 |
| 17.0 % | 6.1 % |

* ROCE: net operating income after tax, excluding non-recurring items, divided by the average capital employed at the opening and closing balance sheet dates for the financial year in question.

**ROE: net income for the current period attributable to owners of the parent, divided by equity excluding non controlling interests at the previous year end.

Strong credit rating

S&P A-/A2 Outlook stable

Confirmed for VINCI SA, ASF and Cofiroute in October 2020

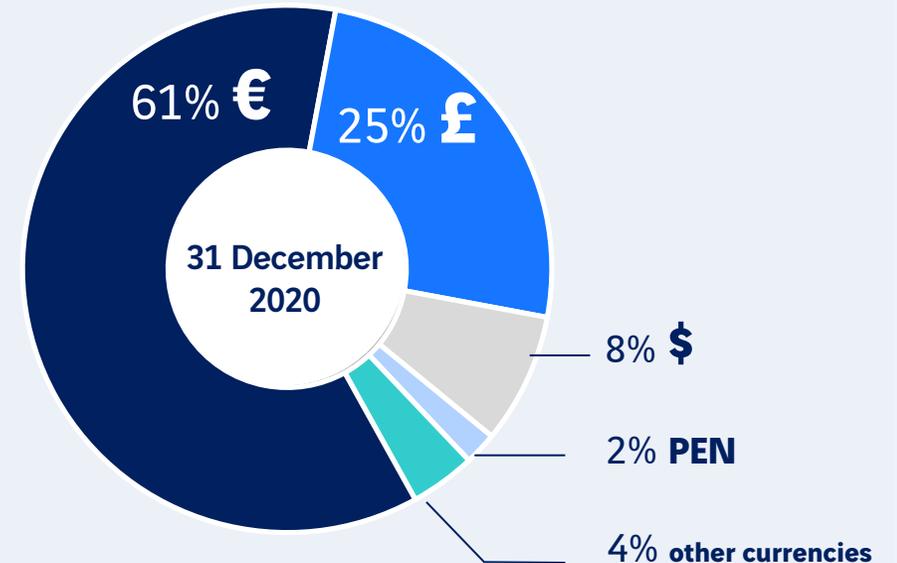
Moody's A3/P1 Outlook stable

Confirmed for VINCI SA and ASF in June 2020

Decrease in the average cost of gross financial debt cost over the past 5 years



Diversified sources of financing



Outlook

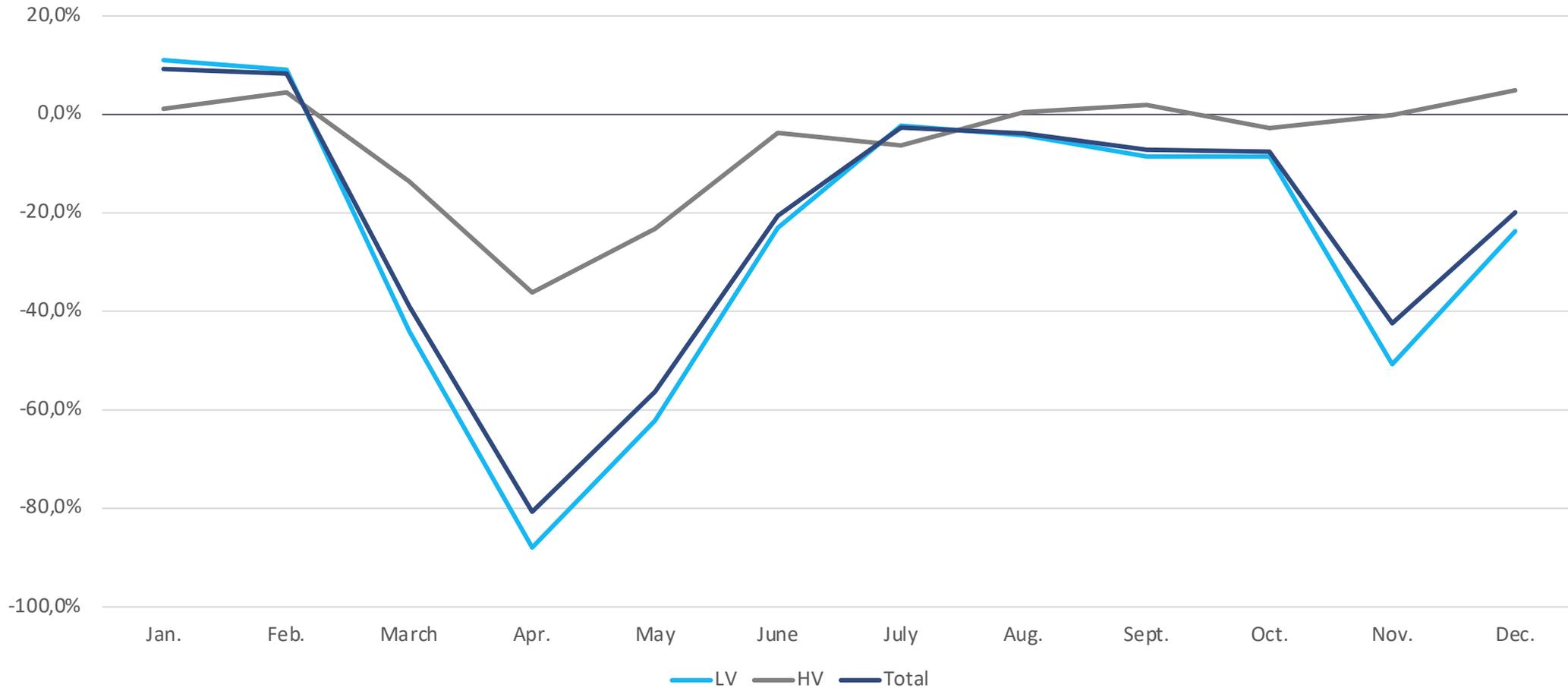
Xavier Huillard, Chairman and CEO

VINCI Autoroutes: traffic quickly returning to normal after successive lockdowns



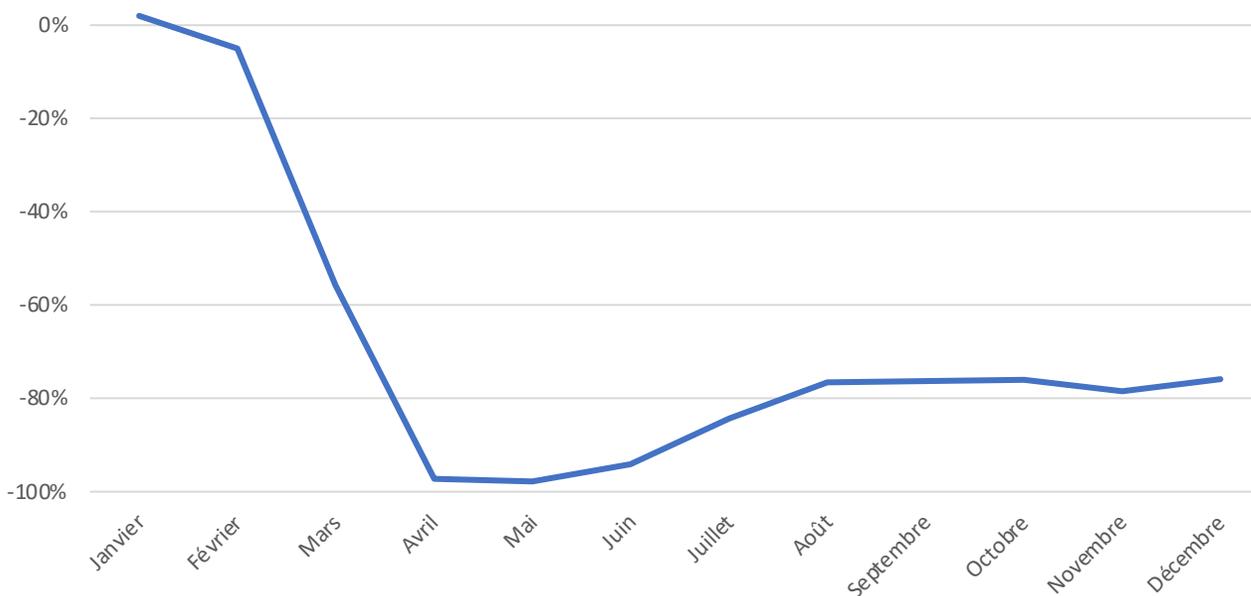
Uncertain 2021 outlook, heavily dependent on how the pandemic unfolds and the potential resulting restrictions

Change in VINCI Autoroutes monthly traffic levels in 2020 (vs. 2019)



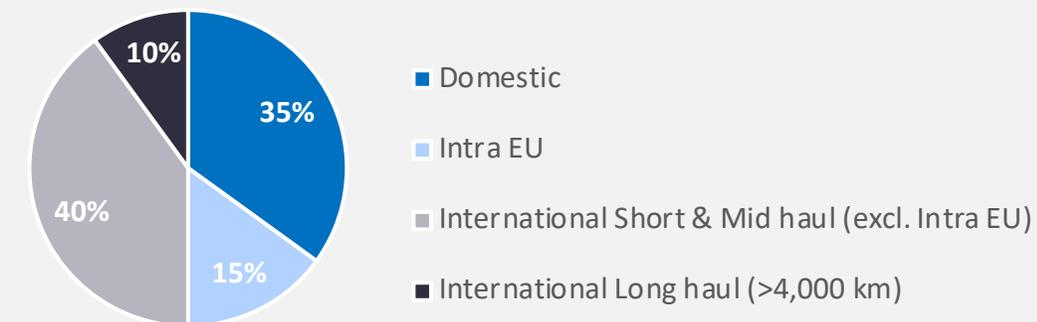
Passenger numbers still very low, due to increasing travel limitations worldwide. Lack of visibility for 2021

Change in VINCI Airports monthly passenger numbers* in 2020 (vs. 2019)

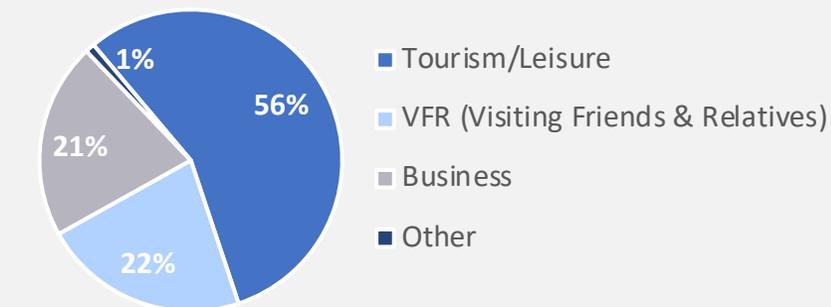


*Data at 100% irrespective of percentage held and including airport passenger numbers on a full-year basis

Breakdown of seats by destination (FY 2019)



Traffic breakdown by segment** (FY 2019)

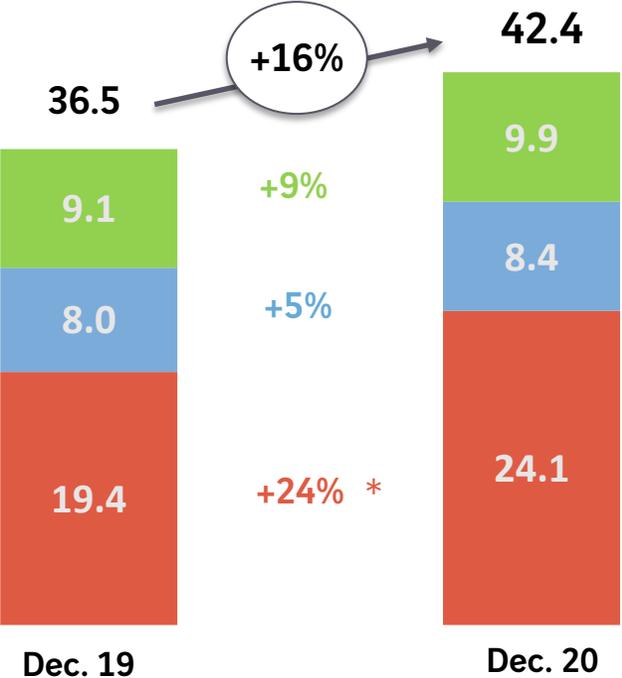


** Estimates based on internal surveys realised in the airports

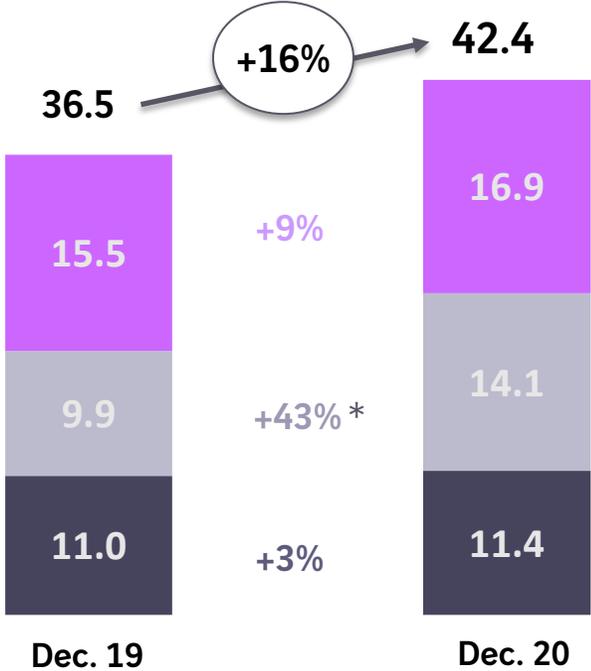
Order book up 16% in 2020

International accounts for 60% (57% in 2019)

Breakdown by business lines (in € bn)



Breakdown by geographical area (in € bn)



VINCI Energies Eurovia VINCI Construction

France Europe excluding France International excluding Europe

* Including works packages N1 and N2 of High Speed 2 (UK) for around €3 bn, awarded in April 2020

Contracting

Barring exceptional events and subject to the economic and public health situation stabilising in 2021, VINCI is aiming to:

- **increase revenue** very close to the 2019 level
- **improve operating margins in all 3 businesses** to levels similar to those seen in 2019, or slightly higher for VINCI Construction

Concessions

Lack of visibility on developments in the Covid-19 situation and the potential resulting restrictions, so it is not possible at this stage to offer reliable forecasts regarding VINCI Airports passenger numbers or VINCI Autoroutes traffic levels for the next few quarters.

For **VINCI Autoroutes**, a relatively rapid return to normal can be expected once travel restrictions are lifted, as was seen in summer 2020

Given these uncertainties and the impact of the Concessions business on the Group's performance, VINCI cannot provide reliable consolidated earnings forecasts for 2021 at this stage

In any event, earnings will not recover to 2019 levels in 2021

The Group will report regularly in 2021 on movements in traffic levels and passenger numbers at its main infrastructure assets

After a very difficult 2020, VINCI is confident in its ability to bounce back when health conditions allow it, and is moving forward with enthusiasm

Post-crisis growth will be green



Eurovia

The 100% recycled road technology



VINCI Airports

Salvador Bahia named Brazil's "most sustainable airport"



VINCI Energies

Jupiter 1000 project, first power to gas (storage of renewable electricity) showcase



VINCI Autoroutes

High-speed charging stations



VINCI Construction

Ultra low-carbon concrete at l'archipel, VINCI's future head office

A great opportunity for VINCI

2020 dividend per share to be proposed to the shareholders' General Meeting of 8 April 2021

€2.04

to be paid fully in cash

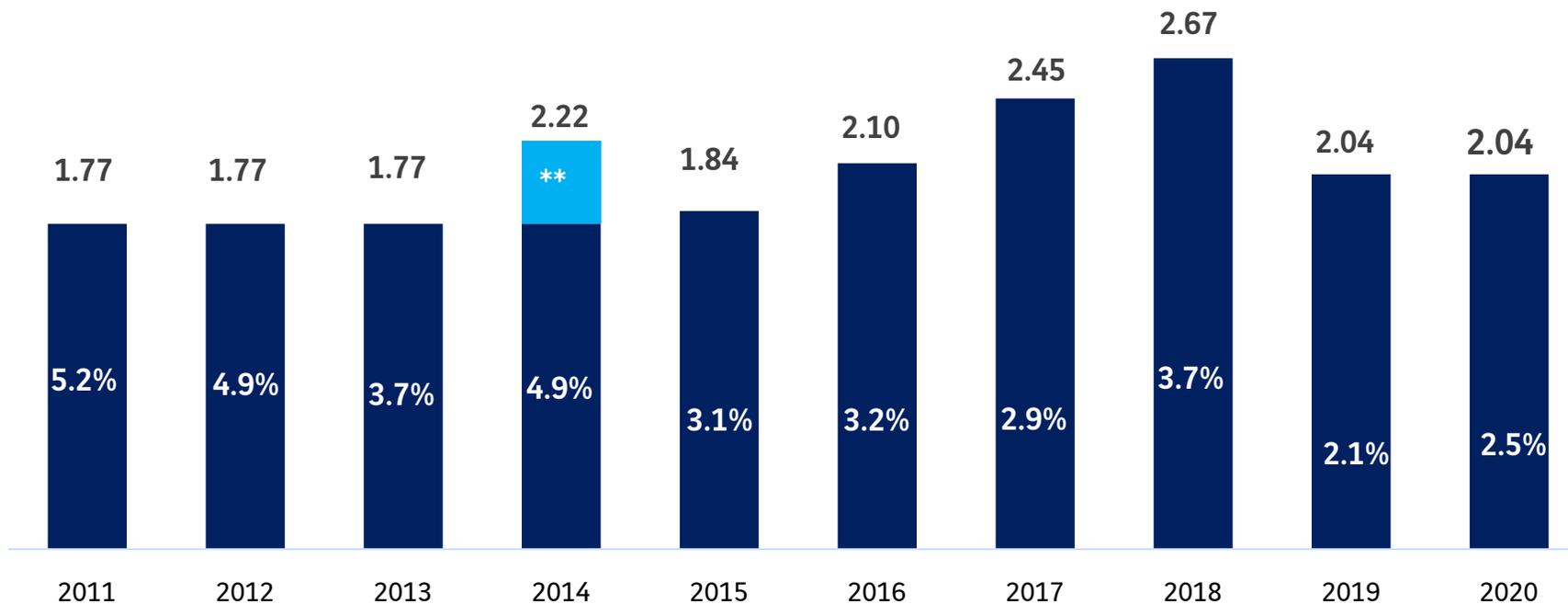
22 April 2021

Payment date

20 April 2021

Ex-date

Dividend per share since 2011 (in €) and dividend yield* in %



*Dividend yield = Dividend proposed for 20XX/VINCI Share price at 31.12.20XX ** Special dividend linked to the disposal of VINCI Park



Act for the Climate

Ambition 2030

-40% greenhouse gases emissions vs 2018 (direct activities)

2.2 millions

greenhouse gases emissions in 2020 (direct activities)

-10%

in 2020 vs 2018 (adjusted from the impact of acquisitions)

Ambition 2030

90% low-carbone concrete implemented by VINCI Construction

17%

of renewable energy consumption in 2020 vs 12% in 2019



Optimize resources thanks to circular economy

Ambition 2030

> 20 mt recycled aggregated in the total production of Eurovia

54%

valorised waste in concessions' activities in 2020

>90%

wood consumed in dedicated subsidiaries certified for sustainable forest management



Preserve natural environments

Ambition 2030

act4nature international commitments

€3.5 bn

revenues from projects labeled for environment in 2020

32 sites

using zero-phytosanitary products for VINCI Airports

Aiming for global performance and sharing with our stakeholders the benefits of our performance

4
Together!
Engage in civic projects

2 million

hours of integration
employment in France in 2020

5,000

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

€10m

allocated to the "Fondation
VINCI pour la Cité" for frontline
staff during the Covid crisis

5
Together!
Strive for zero accidents

75%

of companies without
occupational accidents with lost
time (vs. 71% in 2015)

0.43

Workplace accident severity
rate (vs. 0.51 in 2015)

5.32

Lost-time workplace accident
frequency rate (-25% vs 2015)

1,308,431

training hours in health & safety

6
Together!
Foster equality and diversity

21.1%

% of female managers in
2020 (vs 18% in 2015)

Objectives

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

Increase the proportion of
women sitting on the
management committees of
Group companies

7
Together!
Promote sustainable careers

3,460,872

hours of training provided in 2020

87%

of permanent job contracts

Top 10

most attractive employers in
France (2020 Universum survey
of engineering students in
France)

8
Together!
Share the benefits of our performance

170,000

Employees and former
employees owning 9%
of VINCI capital

90%

of all employees can subscribe
to an employee share
ownership programme

€448 m

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

A group of construction workers wearing white hard hats and safety gear are gathered around a table, intently studying large architectural blueprints. The scene is set on a construction site, with various tools and materials visible in the background. The workers are focused and collaborative, illustrating a team effort in a professional setting.

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

Thank you for your attention



Appendices



Other information

217,731
employees

€43.2 bn
Group revenue

>100
countries where
VINCI operates

3,200
estimated number
of business units

>270,000
estimated number
of contracts

€50 bn
market cap. at
December 31, 2020



Concessions

Revenue: **€5.8 bn**

17,556 people

VINCI Autoroutes

5,925 people

VINCI Airports

10,021 people

Other
concessions

1,610 people

Real estate

Revenue: **€1.2 bn**

985 people

VINCI Immobilier

Contracting

Revenue: **€36.9 bn**

198,804 people

VINCI Energies

83,730 people

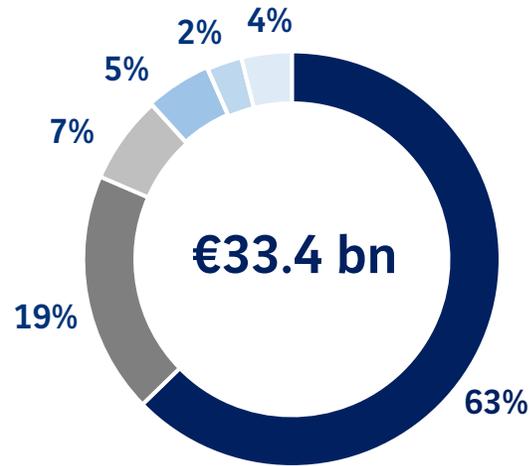
Eurovia

44,425 people

VINCI
Construction

70,649 people

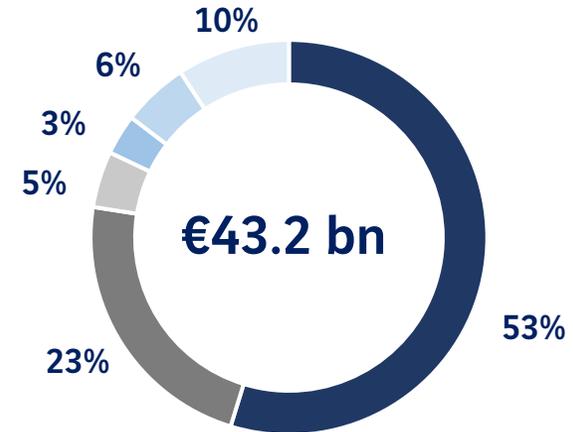
2010 revenue geographic breakdown



2010 International Revenue

€12.5 bn

2020 revenue geographic breakdown



2020 International Revenue

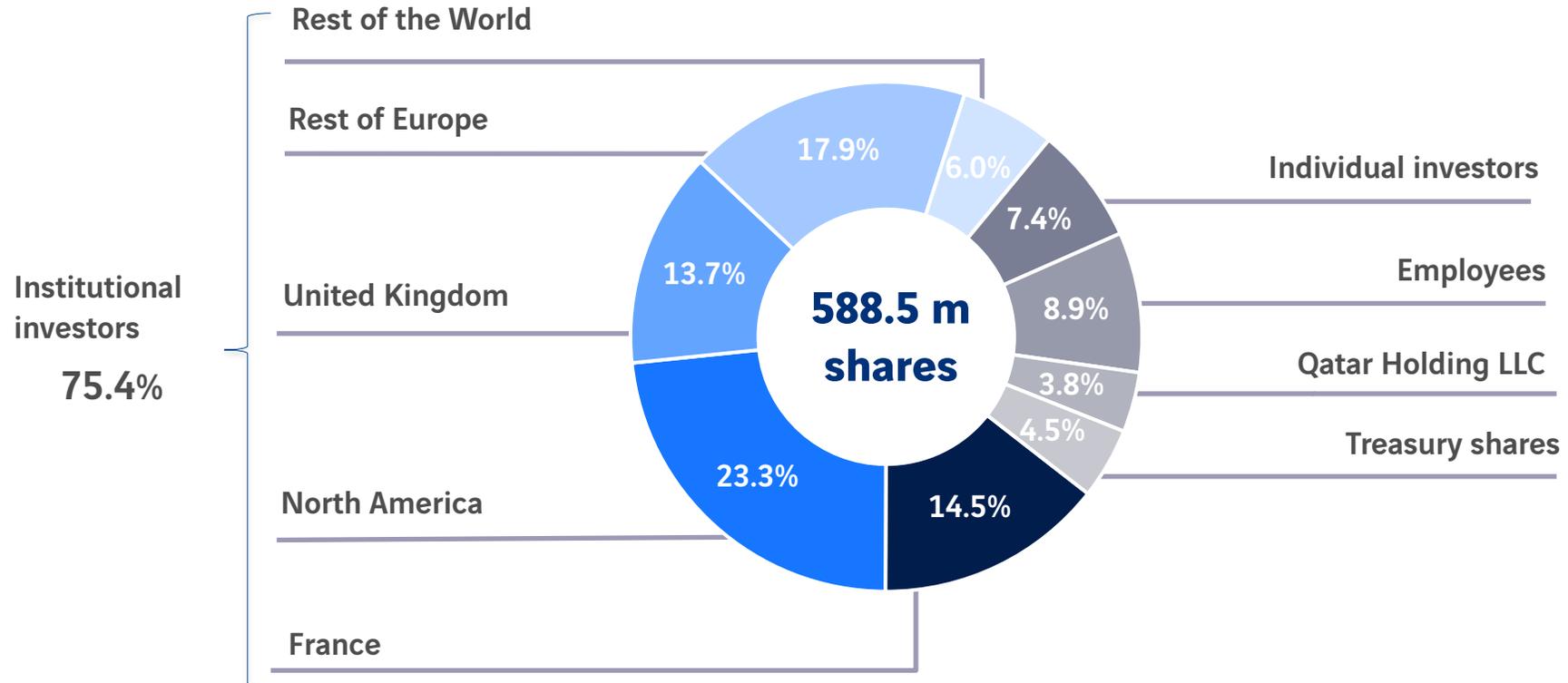
€20.3 bn

INCREASED EXPOSURE TO INTERNATIONAL

CAGR 2010/2020

+5.0%





Shareholding structure*

- ✓ Over **800** institutional investors
- ✓ Approximately **180,000** individual shareholders
- ✓ **170,000** Group employees and former employees are shareholders, including approximately **35,000** outside France

* Based on available information

Long cycles/significant equity investments

CONCESSIONS

- ✓ Renewal of concession portfolio and extension of average maturity
- ✓ Focus on transport infrastructures (greenfield, yellowfield and brownfield projects)
- ✓ Consider opportunities in the renewable energy market

Short cycles/low equity investments

CONTRACTING

- ✓ Prioritise margin over revenue growth
- ✓ Rigorous risk monitoring
- ✓ Focus on high value added segments, in particular in the energy sector
- ✓ Geographies and business lines diversification

LEVERAGE THE STRENGTHS OF OUR INTEGRATED CONCESSIONS/CONTRACTING BUSINESS MODEL TO WIN NEW PROJECTS

ACCELERATE INTERNATIONAL DEVELOPMENT

AIM FOR A GLOBAL PERFORMANCE (SOCIAL, SOCIETAL AND ENVIRONMENTAL COMMITMENT)





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





| | 2020 | 2019 | 2018 | 2017 |
|--------------------|------|-------------------------|------------------|------------------|
| CDP Climate | A- | A- | A- | B |
| CDP Water Security | B | B- | C | B- |
| CDP Forest | C | submitted not scored | not submitted | not submitted |

Corporate ESG Performance

Rating **C+**

Prime

RATED BY **ISS ESG**



WDi
Workforce Disclosure Initiative

2020 RESPONDER



28.4 Medium Risk



MSCI
ESG RATINGS



« best in class » in 2020 (in Heavy Construction sector)

Financial Data

As of December 31, 2020

| € in million | FY 2020 | FY 2019 | Δ 2020/2019 | |
|-----------------------|---------------|---------------|---------------|---------------|
| | | | Actual | Like-for-like |
| Concessions | 5,839 | 8,544 | -31.7% | -33.5% |
| VINCI Autoroutes | 4,613 | 5,593 | -17.5% | -17.5% |
| VINCI Airports | 990 | 2,631 | -62.4% | -65.5% |
| Other Concessions | 235 | 319 | -26.2% | -24.0% |
| Contracting | 36,878 | 38,884 | -5.2% | -5.9% |
| VINCI Energies | 13,661 | 13,749 | -0.6% | -4.2% |
| Eurovia | 9,575 | 10,209 | -6.2% | -5.5% |
| VINCI Construction | 13,641 | 14,926 | -8.6% | -7.9% |
| VINCI Immobilier | 1,189 | 1,320 | -9.9% | -9.9% |
| Eliminations | (672) | (695) | | |
| Total revenue* | 43,234 | 48,053 | -10.0% | -11.1% |

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

| € in million | FY 2020 | FY 2019 | Δ 2020/2019 | |
|-----------------------|---------------|---------------|---------------|---------------|
| | | | Actual | Like-for-like |
| Concessions | 4,871 | 6,079 | -19.9% | -19.9% |
| VINCI Autoroutes | 4,613 | 5,593 | -17.5% | -17.5% |
| VINCI Airports | 185 | 371 | -50.1% | -50.1% |
| Other Concessions | 73 | 115 | -36.7% | -36.7% |
| Contracting | 17,481 | 19,555 | -10.6% | -11.2% |
| VINCI Energies | 5,860 | 6,158 | -4.8% | -5.8% |
| Eurovia | 4,836 | 5,471 | -11.6% | -11.9% |
| VINCI Construction | 6,785 | 7,926 | -14.4% | -14.9% |
| VINCI Immobilier | 1,187 | 1,314 | -9.7% | -9.7% |
| Eliminations | (627) | (641) | | |
| Total revenue* | 22,912 | 26,307 | -12.9% | -13.3% |

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

| € in million | FY 2020 | FY 2019 | Δ 2020/2019 | |
|-----------------------|---------------|---------------|--------------|---------------|
| | | | Actual | Like-for-like |
| Concessions | 968 | 2,464 | -60.7% | -64.1% |
| VINCI Airports | 805 | 2,261 | -64.4% | -67.8% |
| Other Concessions | 162 | 204 | -20.2% | -16.4% |
| Contracting | 19,397 | 19,329 | +0.4% | -0.6% |
| VINCI Energies | 7,802 | 7,591 | +2.8% | -2.9% |
| Eurovia | 4,740 | 4,738 | +0.0% | +2.1% |
| VINCI Construction | 6,856 | 7,000 | -2.1% | +0.2% |
| Eliminations | (42) | (47) | | |
| Total revenue* | 20,323 | 21,746 | -6.5% | -8.4% |

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

Ebit - operating income from ordinary activities by business line

| € in million | FY 2020 | % of revenue* | FY 2019 | % of revenue* | Δ 2020/2019 |
|--------------------|--------------|---------------|--------------|---------------|---------------|
| Concessions | 1,586 | 27.2% | 3,989 | 46.7% | -60.2% |
| Contracting | 1,244 | 3.4% | 1,654 | 4.3% | -24.8% |
| VINCI Energies | 773 | 5.7% | 827 | 6.0% | -6.5% |
| Eurovia | 335 | 3.5% | 430 | 4.2% | -22.2% |
| VINCI Construction | 136 | 1.0% | 396 | 2.7% | -65.7% |
| VINCI Immobilier | 23 | 2.0% | 80 | 6.0% | -70.8% |
| Holding companies | 5 | | 12 | | |
| Ebit | 2,859 | 6.6% | 5,734 | 11.9% | -50.2% |

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

ROI – Recurring operating income by business line

| € in million | FY 2020 | % of revenue* | FY 2019 | % of revenue* | Δ 2020/2019 |
|--------------------|--------------|---------------|--------------|---------------|---------------|
| Concessions | 1,459 | 25.0% | 4,146 | 48.5% | -64.8% |
| VINCI Autoroutes | 1,968 | 42.7% | 2,948 | 52.7% | -33.2% |
| VINCI Airports | (597) | -60.3% | 1,187 | 45.1% | -150.3% |
| Other Concessions | 87 | | 11 | | |
| Contracting | 1,035 | 2.8% | 1,461 | 3.8% | -29.1% |
| VINCI Energies | 688 | 5.0% | 729 | 5.3% | -5.7% |
| Eurovia | 290 | 3.0% | 394 | 3.9% | -26.5% |
| VINCI Construction | 58 | 0.4% | 337 | 2.3% | -82.9% |
| VINCI Immobilier | 35 | 3.0% | 100 | 7.6% | -64.8% |
| Holding companies | (18) | | (3) | | |
| ROI | 2,511 | 5.8% | 5,704 | 11.9% | -56.0% |

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

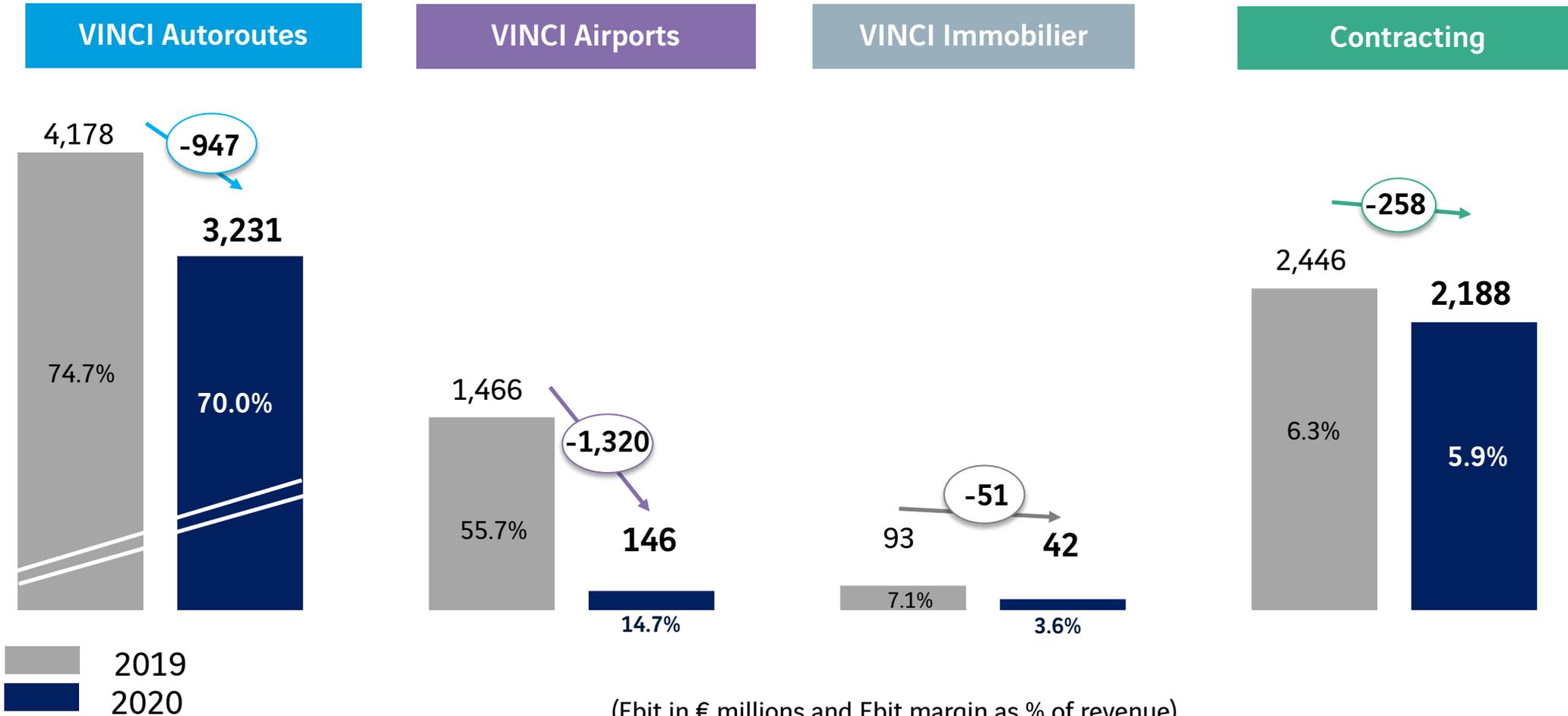
| € in million | FY 2020 | % of revenue** | FY 2019 | % of revenue** | Δ 2020/2019 |
|-----------------------------------|--------------|----------------|--------------|----------------|---------------|
| Concessions | 3,491 | 59.8% | 5,796 | 67.8% | -39.8% |
| <i>of which:</i> VINCI Autoroutes | 3,231 | 70.0% | 4,178 | 74.7% | -22.7% |
| VINCI Airports | 146 | 14.7% | 1,466 | 55.7% | -90.1% |
| Contracting | 2,188 | 5.9% | 2,446 | 6.3% | -10.6% |
| VINCI Immobilier | 42 | 3.6% | 93 | 7.1% | -54.4% |
| Holdings | 198 | | 161 | | |
| Ebitda* | 5,919 | 13.7% | 8,497 | 17.7% | -30.3% |

* Cash flow from operations before tax and financing costs by business line

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

VINCI Group Ebitda: €5,919 million (-30%)

Ebitda margin: 13.7% (-400 bp)



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

| € in million | FY 2020 | FY 2019 |
|---|--------------|--------------|
| Ebitda* | 5,919 | 8,497 |
| Change in WCR** and current provisions | 2,330 | 428 |
| Income taxes paid | (1,054) | (1,547) |
| Net interest paid | (590) | (458) |
| Dividends received from companies accounted for under the equity method | 71 | 170 |
| Net operating CAPEX | (994) | (1,249) |
| Repayment of lease debt and associated financial expense (IFRS 16) | (607) | (575) |
| Operating cash flow | 5,075 | 5,266 |
| <i>o/w Concessions</i> | <i>2,023</i> | <i>3,800</i> |
| <i>o/w Contracting</i> | <i>2,574</i> | <i>1,482</i> |
| Growth CAPEX in concessions & PPPs | (1,085) | (1,065) |
| Free cash flow (after CAPEX) | 3,990 | 4,201 |

* Cash flow from operations before tax and financing costs by business line.

** Working Capital Requirements

| € in million | FY 2020 | FY 2019 |
|--|--------------|----------------------|
| Free cash flow (after CAPEX) | 3,990 | 4,201 |
| Net financial investments and other cash flows | (370) | (8,335) ¹ |
| Cash flow before movements in share capital | 3,619 | (4,134) |
| Share capital increases and other operations | 648 | 933 ² |
| Dividends | (721) | (1,772) ³ |
| Share buy-back | (336) | (903) |
| Net cash flow for the period | 3,211 | (5,876) |
| Consolidation impacts and others | 454 | (224) |
| Change in net financial debt | 3,665 | (6,100) |

1/ of which €7.7 bn related to LGW (50.01% acquisition)

2/ of which €0.4 bn related to LGW (capitalization of minorities' shareholder loan)

3/ of which €0.2 bn dividends to LGW minorities

| € in million | FY 2020 | FY 2019 | Δ 2020/2019 |
|---|--------------|--------------|-------------|
| Concessions | 180 | 242 | -62 |
| VINCI Autoroutes | 22 | 24 | -2 |
| VINCI Airports* | 138 | 205 | -67 |
| Other Concessions | 19 | 12 | +7 |
| Contracting | 788 | 969 | -181 |
| VINCI Energies | 164 | 160 | +3 |
| Eurovia | 287 | 342 | -56 |
| VINCI Construction | 337 | 466 | -129 |
| VINCI Immobilier and holdings | 150 | 155 | -5 |
| Purchases of tangible and intangible assets | 1,117 | 1,366 | -248 |
| Proceeds from disposals of tangible and intangible assets | (124) | (117) | -7 |
| Operating CAPEX (net of disposals) | 994 | 1,249 | -255 |

* Including LGW capex: €121m in 2020 and €182 m in 2019

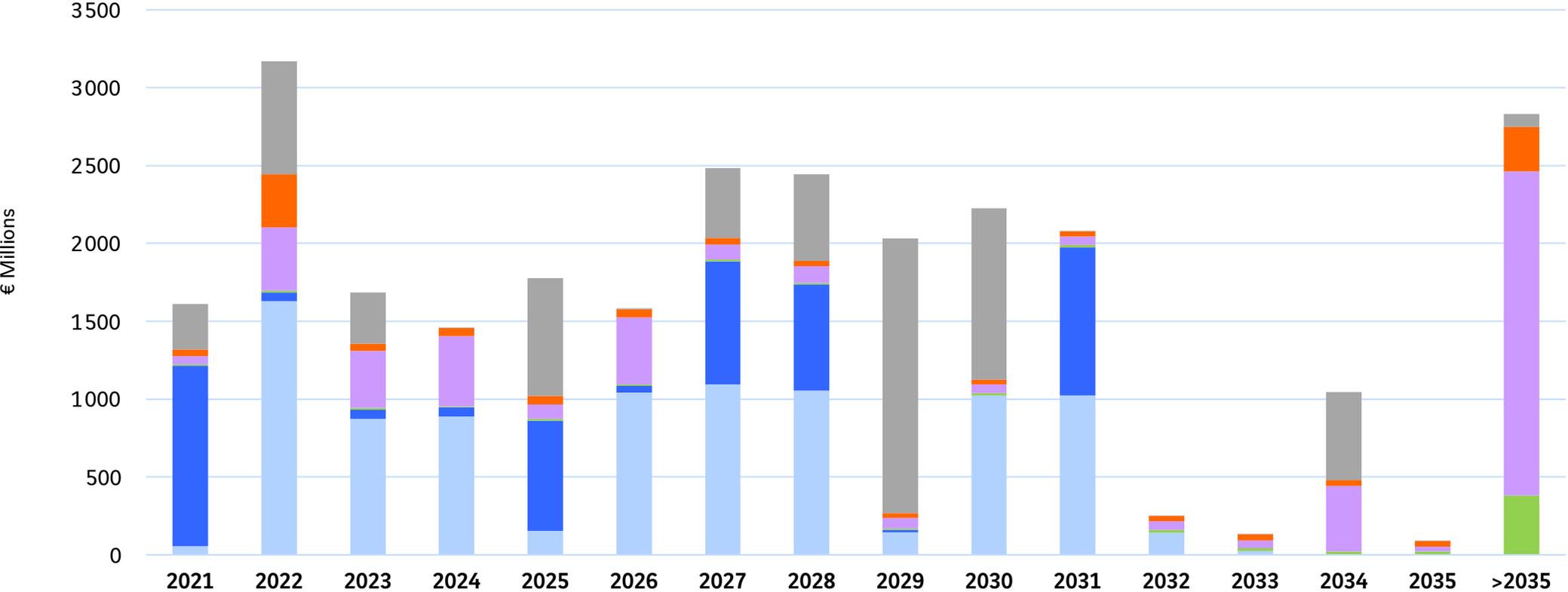
| € in million | FY 2020 | FY 2019 | Δ 2020/2019 |
|---|--------------|--------------|-------------|
| Concessions | 1,035 | 1,026 | +9 |
| VINCI Autoroutes | 731 | 775 | -44 |
| Of which : ASF | 333 | 266 | +68 |
| Escota | 86 | 92 | -6 |
| Cofiroute | 216 | 181 | +35 |
| Arcos | 89 | 227 | -139 |
| VINCI Airports | 310 | 248 | +62 |
| Other Concessions | -6 | 3 | -9 |
| Contracting | 50 | 39 | +11 |
| Net growth CAPEX in concessions and PPPs | 1,085 | 1,065 | +20 |

Net financial debt by business line

| | 31 Dec. 2020 | Of which external net debt | 31 Dec. 2019 | Of which external net debt | Δ 31 Dec. 2020/ 31 Dec. 2019 |
|--------------------------------------|-----------------|----------------------------|-----------------|----------------------------|---------------------------------|
| in € million | | | | | |
| Concessions | (32,718) | (20,409) | (33,952) | (19,901) | +1,234 |
| VINCI Autoroutes | (18,318) | (14,484) | (19,964) | (14,275) | +1,646 |
| VINCI Airports | (11,053) | (5,264) | (10,530) | (4,829) | -523 |
| VINCI Highways | (2,090) | (607) | (2,219) | (737) | +129 |
| Other Concessions and holdings | (1,257) | (54) | (1,239) | (60) | -18 |
| Contracting | 1,955 | 2,165 | (168) | 1,729 | +2,123 |
| VINCI Immobilier | (543) | 13 | (746) | (34) | +203 |
| Holding cos | 13,317 | 242 | 13,212 | (3,448) | +105 |
| Net financial debt | (17,989) | (17,989) | (21,654) | (21,654) | +3,665 |
| <i>of which gross financial debt</i> | <i>(27,942)</i> | | <i>(28,405)</i> | | <i>+463</i> |
| <i>of which net cash managed</i> | <i>9,953</i> | | <i>6,751</i> | | <i>+3,202</i> |

Maturity of gross financial debt

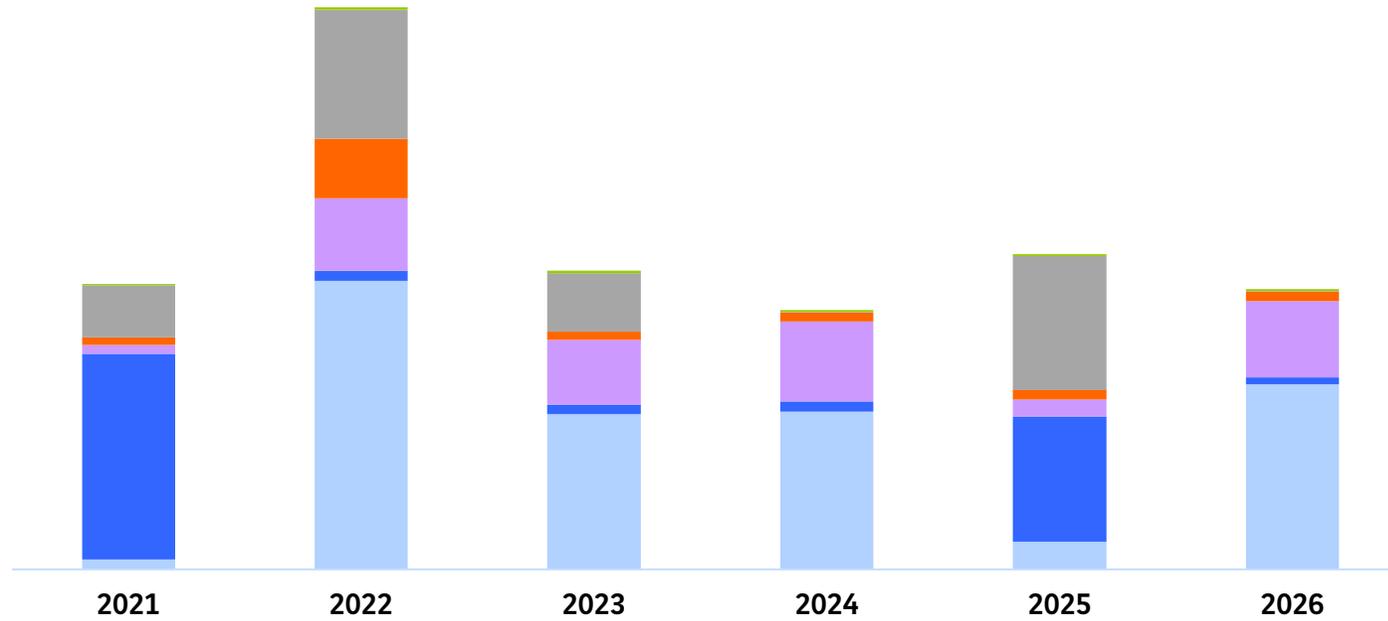
■ Average maturity of gross financial debt (€27.9 bn) as of December 31, 2020: **7.7 years** *



* **Concessions :** 7.9 years
Contracting + Holdings : 7.1 years

- ASF
- Cofiroute
- Other concessions
- Arcour
- VINCI Airports
- Holdings and misc.

Average cost of future debt repayment



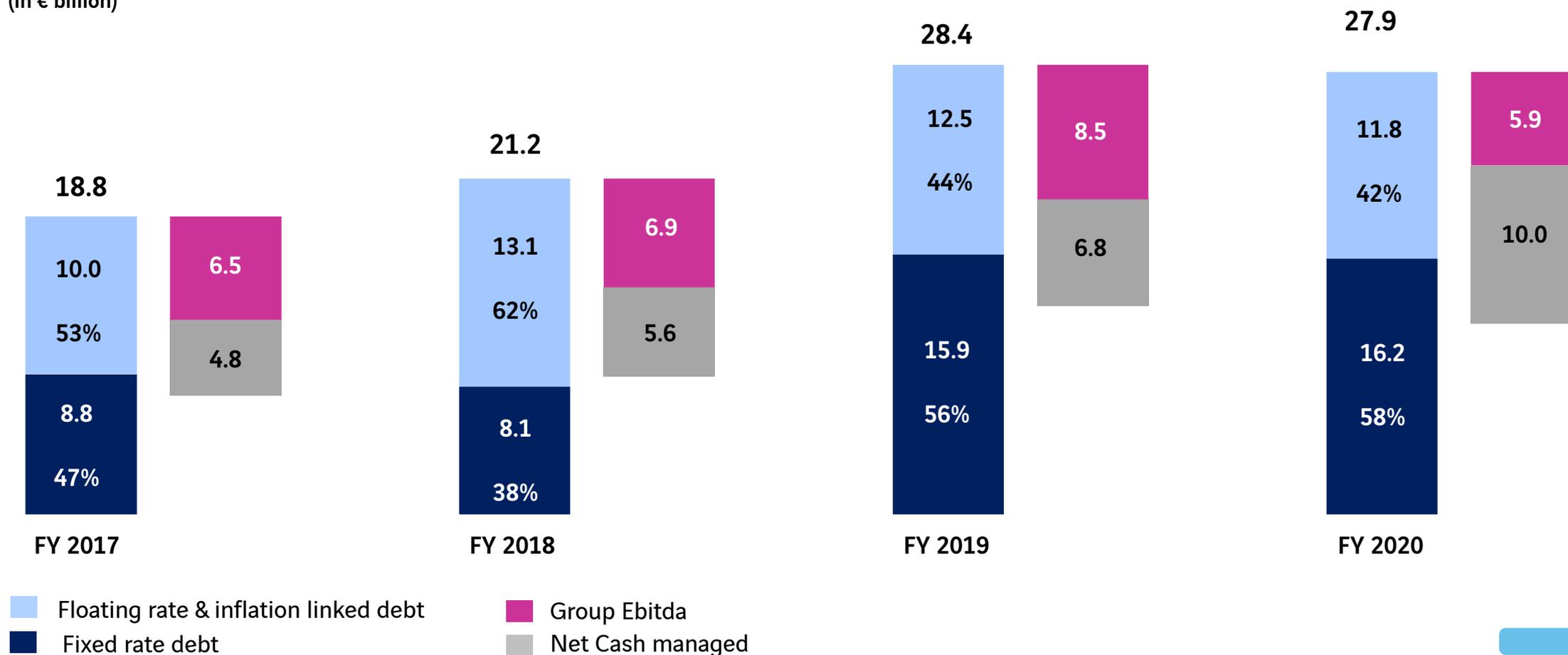
| | | | | | | |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Nominal amount in € millions | 1,611 | 3,171 | 1,686 | 1,463 | 1,776 | 1,583 |
| Average rate * | 2.64% | 2.34% | 1.43% | 3.21% | 0.98% | 1.87% |

*After hedging

■ ASF
 ■ Cofiroute
 ■ Arcour
 ■ VINCI Airports
 ■ Other concessions
 ■ Holdings and misc.

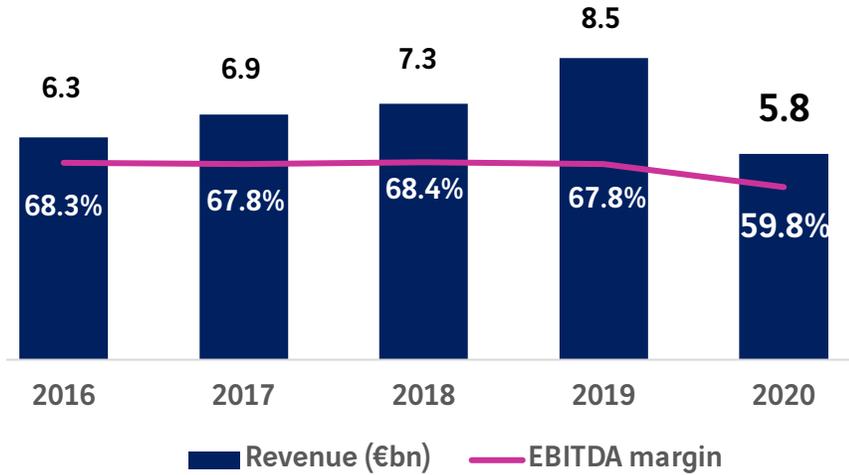
Natural hedge between floating rate + inflation linked debt and Ebitda (linked to inflation) + net cash managed (remunerated based on short-term floating rate)

Evolution of the gross financial debt breakdown between fixed and floating rates portions
(in € billion)

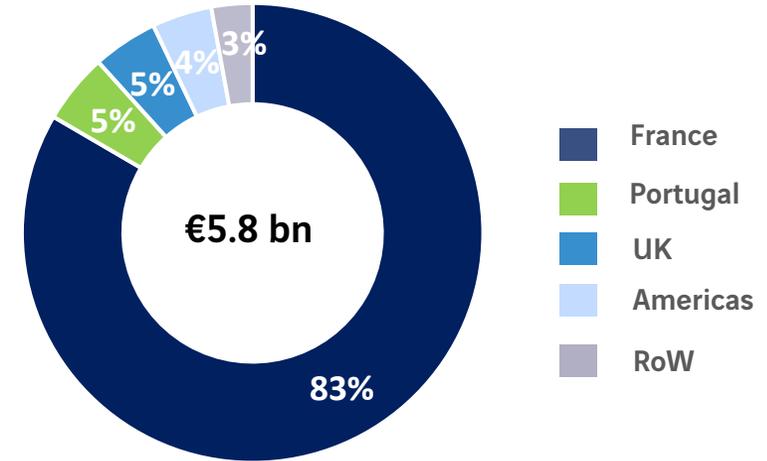


Business line profiles

Revenue and Ebitda margin evolution over the last 5 years



2020 revenue by geographical area



VINCI
AUTOROUTES **79%**

Revenue: €4.6 bn
Ebitda: €3.2 bn; Ebitda margin: 70.0%



VINCI
AIRPORTS **17%**

Revenue: €1.0 bn
Ebitda: €0.1 bn; Ebitda margin: 14.7%

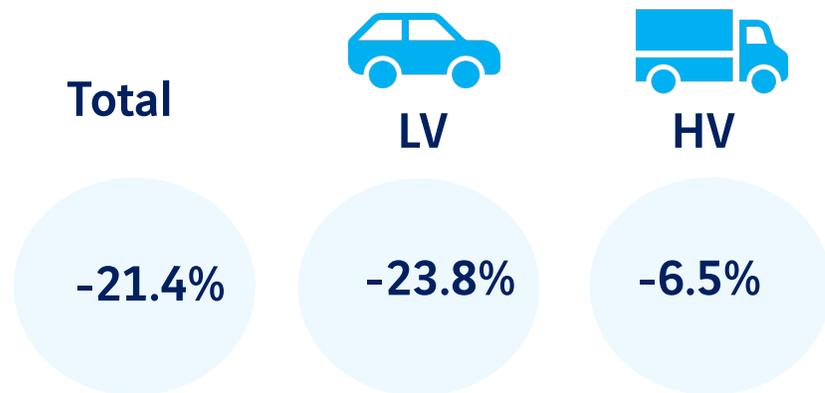


VINCI HIGHWAYS, VINCI RAILWAYS & MISC. **4%**

Revenue: €0.2 bn
Ebitda : €0.1 bn; Ebitda margin: 48.5%



FY 2020 VINCI Autoroutes traffic



Of which:

| Entity | Total (%) | LV (%) | HV (%) |
|-------------------|-----------|--------|--------|
| ASF | -21.4% | -24.1% | -5.8% |
| Escota | -20.0% | -21.1% | -9.0% |
| Cofiroute | -22.3% | -24.8% | -7.2% |
| Intercity network | -22.3% | -24.8% | -7.2% |
| Arcour (A 19) | -23.7% | -26.0% | -9.8% |

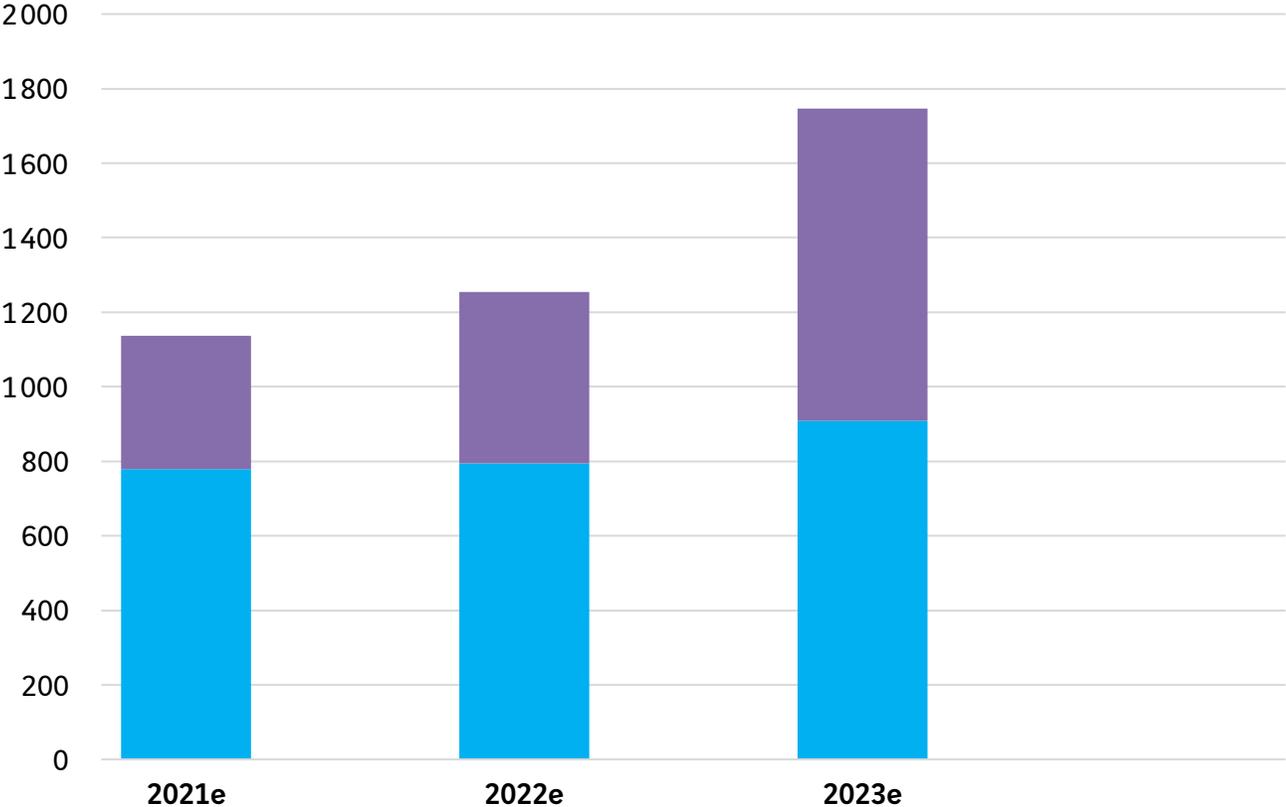


FY 2020 VINCI Airports passenger traffic

| Passenger traffic (million pax) | FY 2020 | Var 2020/2019 | Var Q4 20/Q4 19 |
|--|-------------|---------------|-----------------|
| Portugal | 18.0 | -69.6% | -77.0% |
| United- Kingdom | 11.9 | -77.5% | -92.0% |
| France | 6.5 | -68.1% | -78.6% |
| Cambodia | 2.2 | -81.3% | -95.9% |
| United Stated | 4.0 | -61.0% | -65.7% |
| Brazil | 3.9 | -49.9% | -40.0% |
| Serbia | 1.9 | -69.1% | -70.3% |
| Dominican Republic | 2.5 | -56.1% | -52.4% |
| Sweden | 0.6 | -75.0% | -80.0% |
| Total fully consolidated subsidiaries | 51.5 | -70.8% | -79.1% |
| Japan (40%) | 15.8 | -69.4% | -70.8% |
| Chile (40%) | 8.5 | -65.5% | -72.5% |
| Costa Rica (45%) | 0.5 | -60.8% | -80.6% |
| Rennes-Dinard (49%) | 0.3 | -71.0% | -76.3% |
| Total equity-accounted subsidiaries | 25.1 | -68.0% | -71.5% |
| Total passengers managed by VINCI Airports* | 76.6 | -70.0% | -76.6% |

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

In € million



- VINCI Airports (incl. LGW Capex)
- VINCI Autoroutes

* Including fully consolidated assets only

Non-controlling stakes in concessions

VINCI share, based on best estimates as of 31.12.2020

Projects consolidated by the equity method

| In € millions | Equity committed | Equity invested at 31.12.2020 | Equity to be invested |
|---|------------------|-------------------------------|-----------------------|
| Kansai Airports (Japan) | 253 | 253 | 0 |
| Santiago Airport (Chile) | 196 | 173 | 23 |
| VIA 40 (Colombia) | 125 | 62 | 63 |
| LISEA | 258 | 258 | 0 |
| Russia: MSP (1&2, 7&8) | 112 | 105 | 7 |
| Germany: A4, A5 and A9 motorways | 100 | 100 | 0 |
| Greece: Corinth-Patras, Maliakos-Kleidi | 88 | 88 | 0 |
| France: Prado Carenage & Prado Sud tunnels, Allianz Riviera and Bordeaux Atlantique stadiums, GSM-Rail and BAMEO | 81 | 81 | 0 |
| Slovakia: Expressway R1 | 75 | 75 | 0 |
| Portugal: Lusoponte | 57 | 57 | 0 |
| UK: Hounslow, Isle of Wight and Newport Southern crossing | 26 | 26 | 0 |
| USA: Ohio River Bridge | 25 | 25 | 0 |
| Canada: Regina bypass | 15 | 15 | 0 |
| TollPlus, UTS | 30 | 25 | 5 |
| Miscellaneous | 22 | 9 | 13 |
| Total | 1,463 | 1,352 | 111 |

VINCI Autoroutes

A strategic location 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

| | ASF | | COFIROUTE | | A19 ARCOUR | ARCOS |
|-------------------|-----------|-----------|-------------------|----------------|---------------|-----------|
| | ASF | ESCOTA | Intercity network | Duplex A86 (1) | | |
| 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

Contractual framework of toll increases (LVs)

| | ASF | Escota | Cofiroute Intercity Network |
|-------------------|---------------------------------------|--|---------------------------------------|
| End of concession | 2036 | 2032 | 2034 |
| 2021* | 0.54% | 0.47% | 0.30% |
| 2022 to 2023 | 70% x i + 0.39% (2015 toll freeze) | 70% x i + 0.25 % (2015 toll freeze) | 70% x i + 0.10% (2015 toll freeze) |
| 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 February 1st, 2021



VINCI Airports

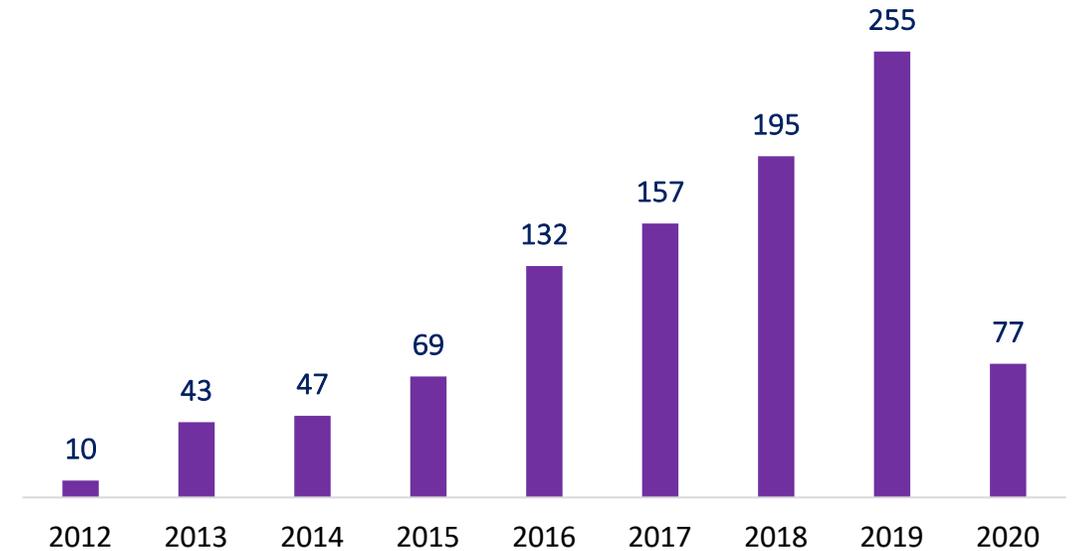


The most geographically diversified airports operator

45 platforms in **12** countries



Passengers traffic¹ (millions of pax.) evolution



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



VINCI AIRPORTS

| Country | Name | Description | mPAX in 2020 | End of concession | VINCI share | Traffic risk | Consolidation* |
|----------|--|-------------|--------------|-------------------|-------------|--------------|--------------------|
| UK | London Gatwick | Freehold | 10.2 | - | 50% | Yes | Full consolidation |
| | Belfast International | Freehold | 1.7 | 2993 | 100% | Yes | Full consolidation |
| Portugal | ANA (10 airports in Lisbon, Porto, Faro, Madeira, Azores islands) <i>Of which Lisbon airport</i> | Concession | 18.0 | 2063 | 100% | Yes | Full consolidation |
| | <i>9.3</i> | | | | | | |
| Japan | Kansai airports (Kansai International, Osaka Itami, Kobe) <i>Of which Kansai International</i> | Concession | 15.8 | 2060 | 40% | Yes | Equity method |
| | <i>6.6</i> | | | | | | |
| Chile | Santiago | Concession | 8.5 | 2035 | 40% | Yes | Equity method |
| | Lyon airports (Lyon-Bron, Lyon Saint-Exupéry) | Concession | 3.6 | 2047 | 30.6% | Yes | Full consolidation |
| France | Chambéry, Clermont-Ferrand, Grenoble, Pays d'Ancenis | DSP* | 0.4 | 2025 to 2029 | 100% | Yes | Full consolidation |
| | Bretagne Rennes & Dinard | DSP* | 0.3 | 2024 | 49% | Yes | Equity method |
| | Aéroports du Grand Ouest (Nantes Atlantique, Saint-Nazaire) | Concession | 2.3 | 2021** | 85% | Yes | Full consolidation |
| | Toulon-Hyères | Concession | 0.2 | 2040 | 100% | Yes | Full consolidation |
| Cambodia | Phnom Penh, Siem Reap, Sihanoukville | Concession | 2.2 | 2040 | 70% | Yes | Full consolidation |

* DSP (outsourced public service)

** The termination of the concession for reasons of general interest was decreed on October 24th, 2019. The resiliation effective date is intended to be December 15th, 2021 at the earliest and at the latest on the signature date of the new concession contract.

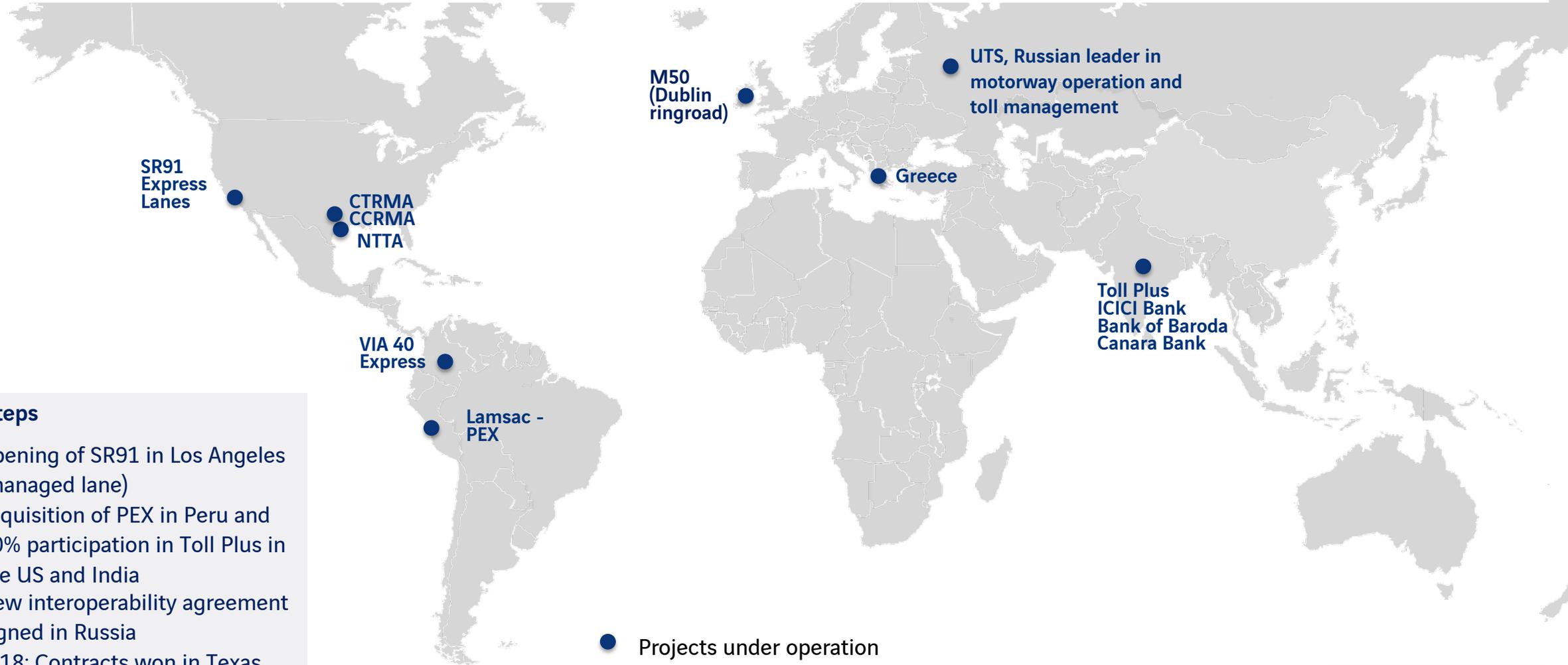


VINCI AIRPORTS

| Country | Name | Description | mPAX in 2020 | End of concession | VINCI share | Traffic risk | Consolidation* |
|--------------------|---|----------------------|--------------|-------------------|-------------|--------------|--------------------|
| USA | Orlando-Sanford | Concession | 1.5 | 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 | 2.5 | n.a | 100% | No | Full consolidation |
| Brazil | Salvador | Concession | 3.9 | 2047 | 100% | Yes | Full consolidation |
| Serbia | Belgrade | Concession | 1.9 | 2043 | 100% | Yes | Full consolidation |
| Dominican Republic | Aerodom (Santo Domingo, Puerto Plata, Samana, La Isabela, Barahona, El Catay) | Concession | 2.5 | 2030 | 100% | Yes | Full consolidation |
| Sweden | Stockholm Skavsta | Freehold | 0.6 | - | 90% | Yes | Full consolidation |
| Costa Rica | Guanacaste | Concession | 0.5 | 2030 | 45% | Yes | Equity method |

VINCI Highways and other concessions

Managed revenue of ETC in 2020: €53 m (vs €41 m in 2019)
Serving about 2 million ETC subscribers worldwide



Major Steps

- 1995: Opening of SR91 in Los Angeles (managed lane)
- 2016: Acquisition of PEX in Peru and 30% participation in Toll Plus in the US and India
- 2017: New interoperability agreement signed in Russia
- 2017/2018: Contracts won in Texas



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 |
| UK | Road | Hounslow PFI | 432 km roads; 735 km sidewalks | 2037 | 50% | no | Equity method |
| | Road | Isle of Wight PFI | 821 km roads; 767 km sidewalks | 2038 | 50% | no | Equity method |
| | Road | Newport Southern crossing | 10 km | 2042 | 50% | yes | Equity method |
| Slovakia | Road | Express way R1 | 51 km | 2041 | 50% | no | Equity method |
| Greece | Motorway | Athens-Corinth-Patras | 201 km | 2038 | 29.9% | yes | Equity method |
| | Motorway | Maliakos-Kleidi | 230 km | 2038 | 15.3% | yes | Equity method |
| Canada | Highway | Regina bypass | 61 km (2x2 lanes) | 2049 | 37.5% | no | Equity method |
| Russia | Highway | Moscow-St Petersburg (Sections 1&2) | 43 km | 2040 | 50% | yes | Equity method |
| Russia | Highway | 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 | 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 | 33.3% | 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 | 19.9% | yes | Equity method |
| Greece | Bridge | Rion–Antirion | 2.9 km mainland–Peloponnese link | 2039 | 57.4% | yes | Full consolidation |
| Portugal | Bridge | Lusoponte | Vasco de Gama - Lusoponte | 2030 | 41% | 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 | Bordeaux Atlantique | 42,000 seats, Bordeaux | 2045 | 50% | yes | Equity method |



VINCI Railways

| Country | Type | Name | Description | End of concession | VINCI share | Traffic risk | Consolidation |
|---------|------|---------------------|---|-------------------|-------------|--------------|---------------|
| France | Rail | GSM-Rail | Ground-train communication system on 14,000 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

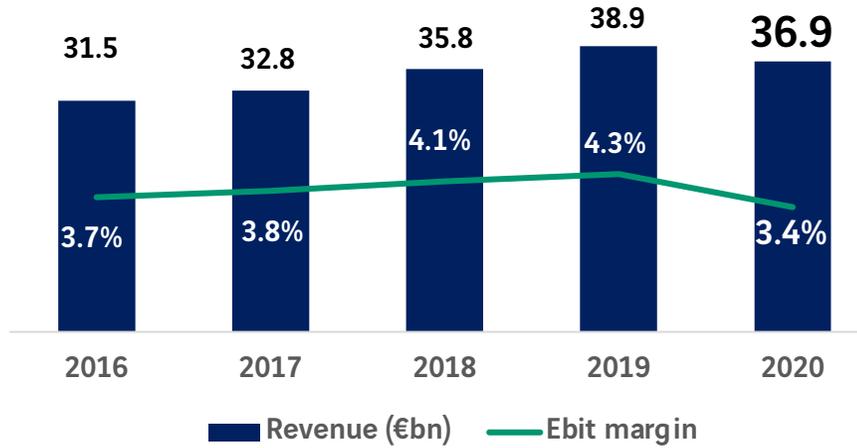
| Country | Type | Name | Description | End of concession | VINCI share | Traffic risk | Consolidation |
|---------|-----------|-----------------|--|-------------------|-------------|--------------|--------------------|
| France | Building | Park Azur | Car rental center, Nice Airport | 2040 | 100% | 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 |



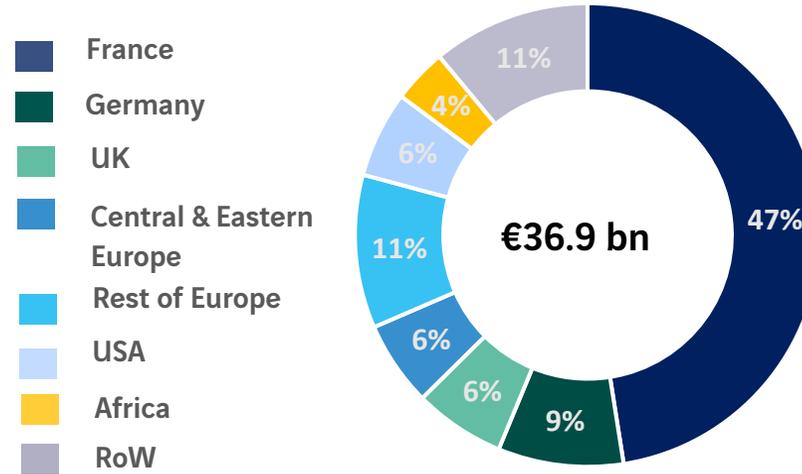
Contracting



Revenue and Ebit margin evolution over the last 5 years



2020 revenue by geographical area



| Est. Revenue split | Public | Non public |
|--------------------|------------|------------|
| France | 20% | 27% |
| International | 20% | 33% |
| Total | 40% | 60% |



37%

Revenue: €13.7 bn

Ebit: €0.8 bn; Ebit margin: 5.7%



26%

Revenue: €9.6 bn

Ebit: €0.3 bn; Ebit margin: 3.5%



37%

Revenue: €13.6 bn

Ebit: €0.1 bn; Ebit margin: 1.0%



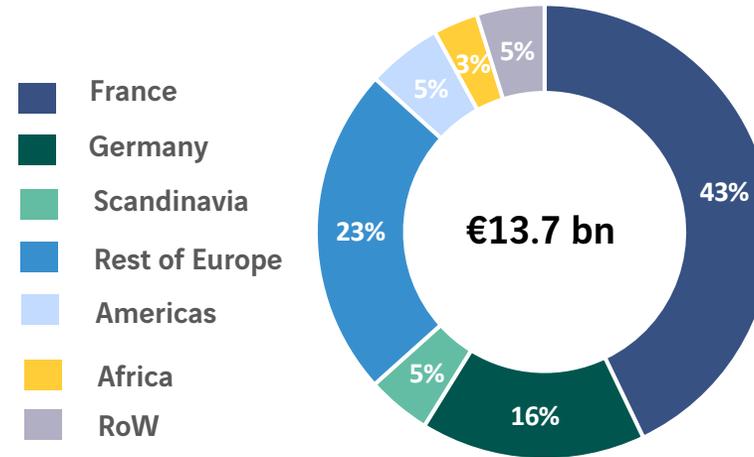
XX % = % of the division's 2020 revenue

1,800
Est. Business Units

€48 k
average contract size

- ✓ Many external growth opportunities
- ✓ Low execution risk (small projects)
- ✓ Limited capital intensity
- ✓ Synergies thanks to the Group's local and international network

2020 revenue by geographical area



| Est. Revenue split | Public | Non public |
|--------------------|------------|------------|
| France | 9% | 33% |
| International | 7% | 51% |
| Total | 16% | 84% |

Industry

Electrical and thermal
Controls and industrial IT
Mechanical

27%



Infrastructure

Power generation
Energy infrastructures
Management systems
Outdoor lighting, electric mobility and local energy grid

29%



Building Solutions

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

25%



ICT (Information & Communication Technology)

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

19%

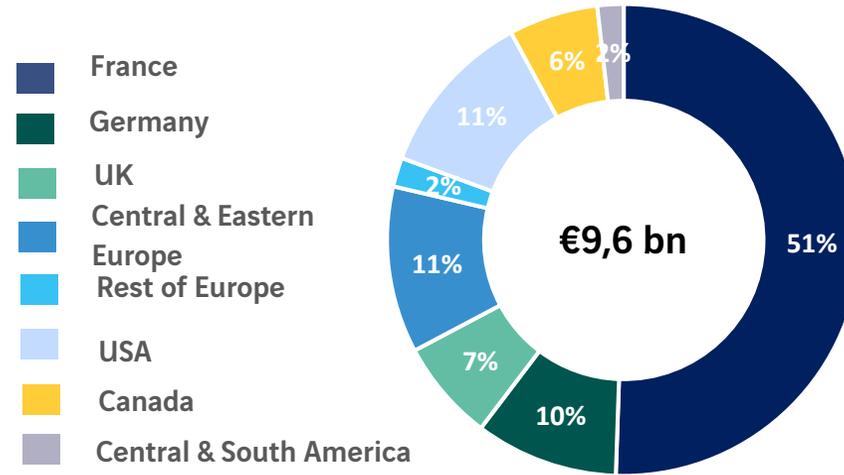


XX % = % of the division's 2020 revenue



- ✓ **Integrated business model** (vertical integration strategy between a network of local branches, quarries and industrial facilities)
- ✓ **International development**
- ✓ **Innovation** (100% recycled road, Power Road...)

2020 revenue by geographical area



| Est. Revenue split | Public | Non public |
|--------------------|------------|------------|
| France | 30% | 20% |
| International | 36% | 14% |
| Total | 66% | 34% |

Works

Construction and renovation of transport infrastructure (roads, railways) and of urban development

67%



Maintenance services

Maintenance and management of road, motorway and rail networks

8%



Asphalt industries

370 asphalt production plants
40 binder manufacturing plants

15%



Aggregates

Network of 350 quarries and 200 recycling sites producing 83 m tons of aggregates per year (group share), of which 12 m recycled

10%



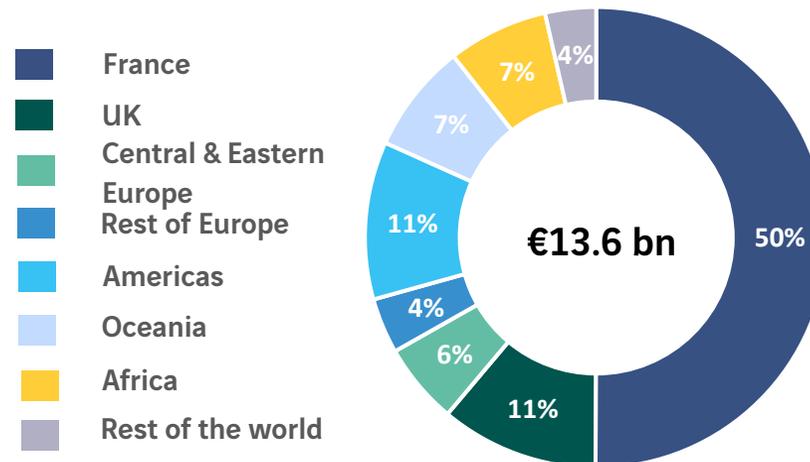
XX% = % of the division's 2020 revenue

815
Business Units

€500 k
average contract size

- ✓ Focus on further margin improvement
- ✓ Selectivity in order intake
- ✓ Development in high added value segments (specialized subsidiaries)

2020 revenue by geographical area



| Est. Revenue split | Public | Non public |
|--------------------|------------|------------|
| France | 21% | 28% |
| International | 24% | 27% |
| Total | 45% | 55% |

Multi-businesses subsidiaries

Building
(Non residential / Residential) **30%**

Civil engineering **31%**



Specialised subsidiaries

27%



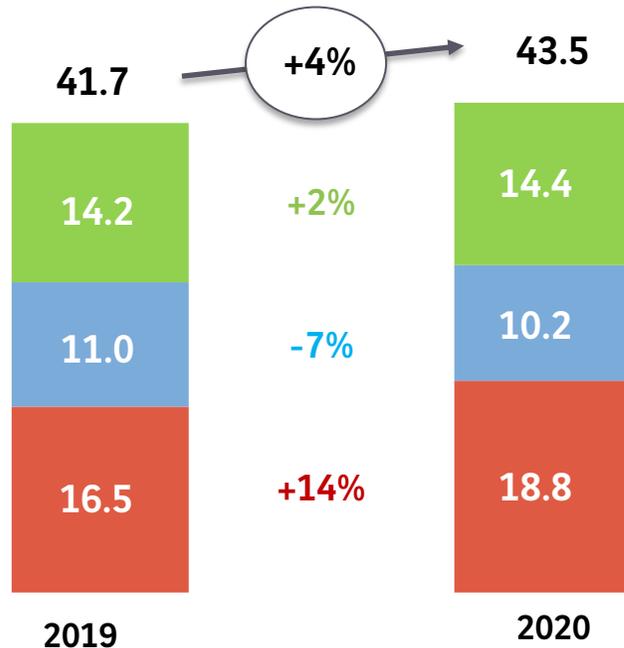
Major projects division

12%



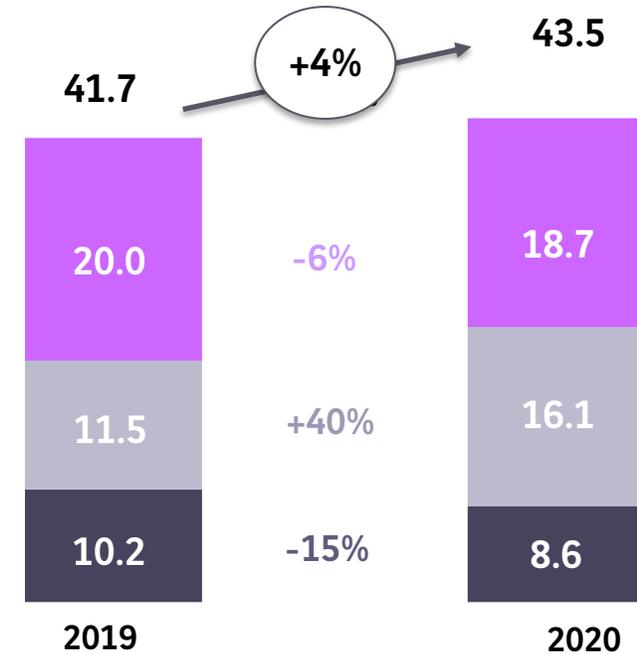
Order intake up 4% in 2020

Breakdown by business lines (in € bn)



- VINCI Energies
- Eurovia
- VINCI Construction

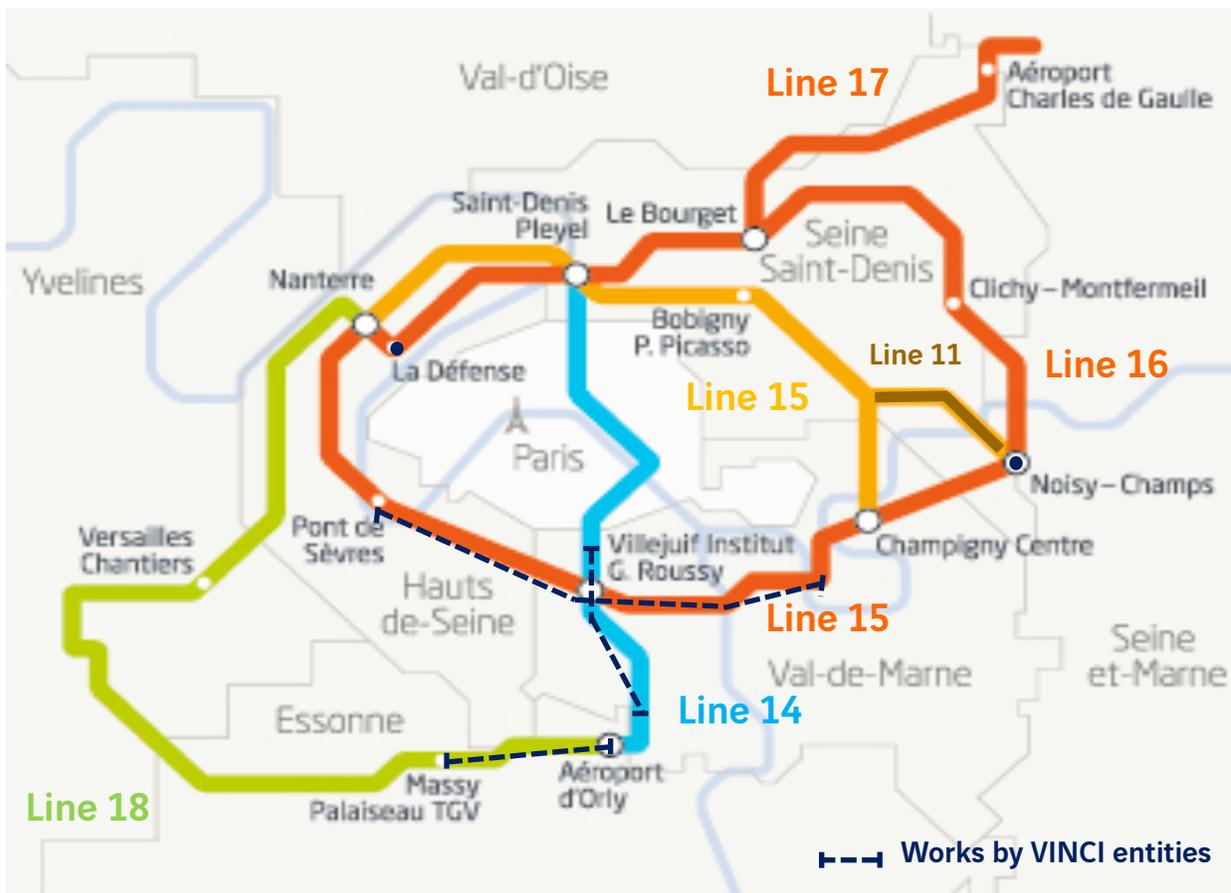
Breakdown by geographical area (in € bn)



- France
- Europe excluding France
- International excluding Europe

| | | |
|------------------------------|---|---|
| Eurovia / VINCI Energies | | Grand Paris Express: railway equipment and works contract for West sector of Line 15 South |
| VINCI Construction |  | <p>Grand Paris Express: contract for works package 1 of Line 18</p> <p>Contract to build Total's new head office, The Link in la défense</p> <p>Preparatory work on the Avrieux shafts for the Lyon-Turin rail line</p> |
| VINCI Energies |  | Electrical scope of work and pre-commissioning works for the construction of the SGA Data Center in Singapore |
| VINCI Construction |  | Civil engineering on lots N1 and N2 of the High Speed 2 project: |
| VINCI Construction |  | Design-construction of packages 5 and 7 of the City Rail Link line in Auckland |
| Eurovia / VINCI Construction |  | Rehabilitation of Louis Hippolyte Lafontaine Tunnel in Montreal |
| VINCI Construction |  | Sydney Gateway motorway project : building new and upgraded connections |
| Eurovia |  | Upgrade of a railway line south of Prague |

€9.5 bn attributed as of December 2020, o/w around €2.7 bn to VINCI entities



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



VINCI Immobilier

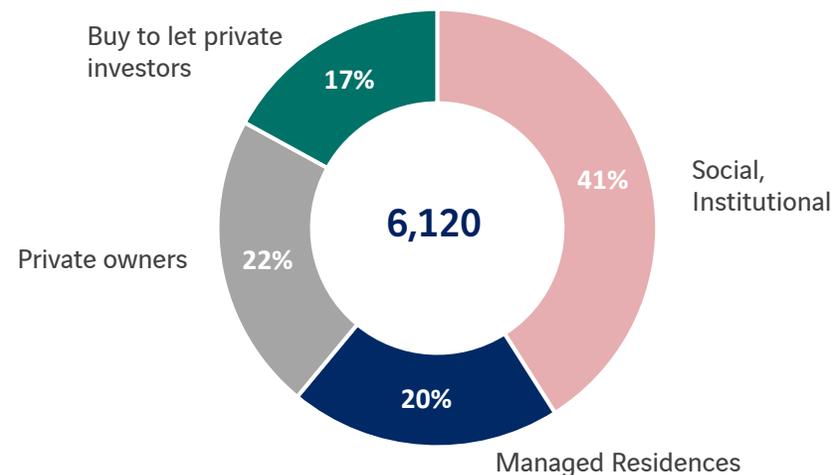


€1.2 bn
2020 consolidated revenue

€1.4 bn
2020 managed revenue*

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

2020 reservations by destination



Residential Real Estate

Housing / Managed residences **65%**



Non-residential Real Estate

Offices **27%**



Stores **2%**



Hotels **4%**



Services

Managed residences (senior & student) **2%**



XX% = % of the division's 2020 revenue

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

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AGENDA

8

April 2021

VINCI Shareholders meeting

20

April 2021

Ex-dividend date

22

April 2021

Dividend payment