

An aerial photograph of a multi-lane highway bridge spanning a deep, forested valley. The bridge has multiple lanes in both directions, with vehicles including cars, trucks, and a bus visible. The surrounding landscape is lush green with dense trees and a small stream flowing through the valley below. The sky is clear and blue.

First quarter 2022 highlights

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.

Q1 2022 highlights



Firm operational performance



Concessions: higher traffic levels at **VINCI Autoroutes** - further improvement in passenger numbers at **VINCI Airports**

Energy: buoyant business levels and order intake at **VINCI Energies** - Integration of **Cobra IS**

Construction: good momentum



Very large order book – Increase in its proportion outside France



Substantial liquidity – Limited rise in net debt



2022 guidance unchanged

Q1 2022 consolidated revenue

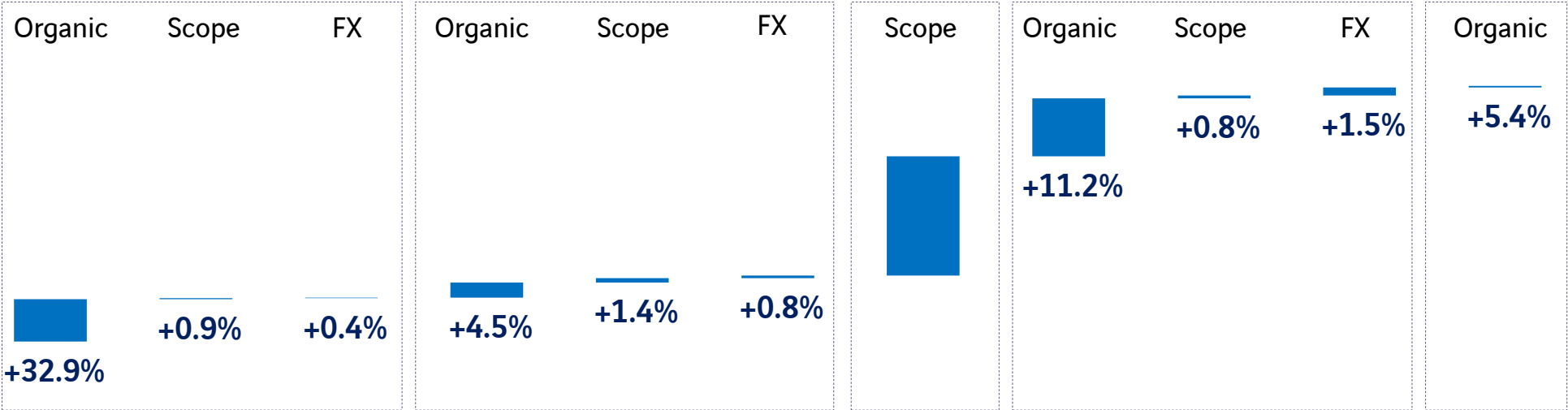
€ in millions	Δ 2022/2021			
	Q1 2022	Q1 2021	Actual	Comparable
Concessions *	1,779	1,325	+34.2%	+32.9%
VINCI Autoroutes	1,274	1,108	+15.0%	+15.0%
VINCI Airports	405	155	2.6x	2.5x
Other Concessions (VINCI Highways, VINCI Railways, VINCI Stadium)	99	62	+60.0%	+56.6%
VINCI Energies	3,633	3,405	+6.7%	+4.5%
Cobra IS	1,234			
VINCI Construction	5,967	5,255	+13.6%	+11.2%
VINCI Immobilier	337	320	+5.4%	+5.4%
Eliminations	(103)	(127)		
Total revenue *	12,847	10,178	+26.2%	+12.0%
o/w France	6,234	5,811	+7.3%	+6.9%
o/w International	6,613	4,367	+51.4%	+18.5%

* Excluding concession subsidiaries' revenue from works done by non-Group companies

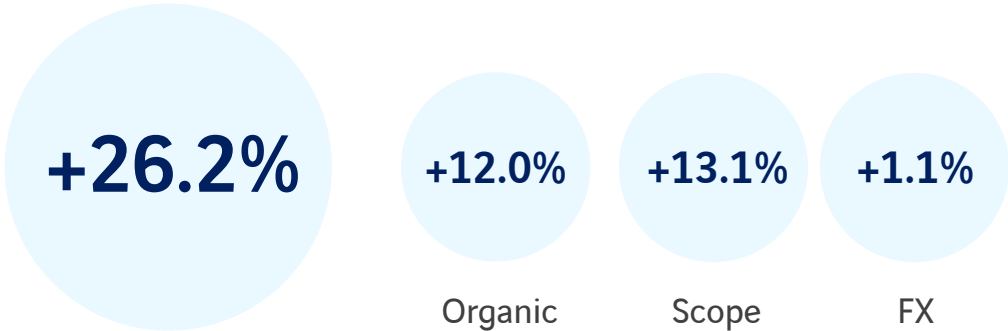
Q1 2022 consolidated revenue change (vs Q1 2021) by division



Concessions	VINCI Energies	Cobra IS	VINCI Construction	Real Estate
€1,779 m +34.2%	€3,633 m +6.7%	€1,234 m	€5,967 m +13.6%	€337 m +5.4%



Total VINCI Group revenue change



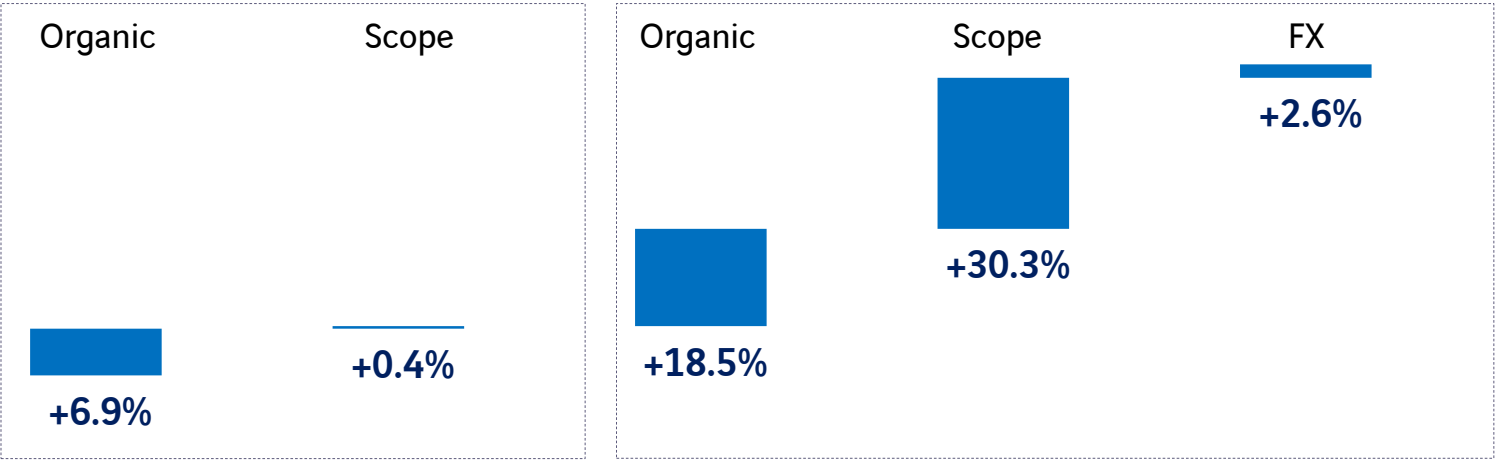
€10,178 m

Q1 2021

€12,847 m

Q1 2022

Q1 2022 consolidated revenue change (vs Q1 2021) by geographical area



€10,178 m



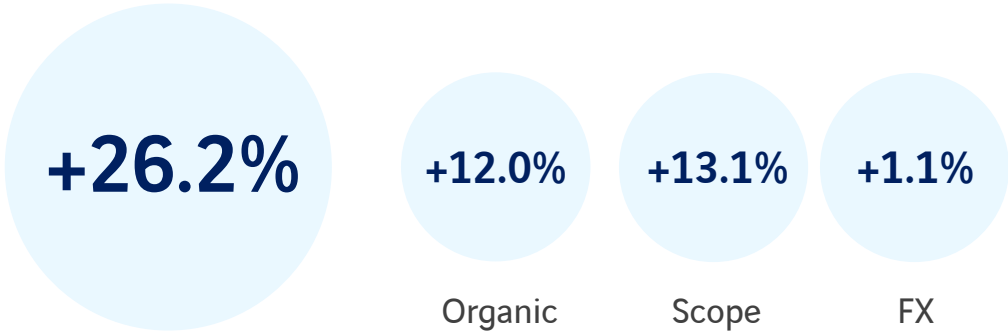
Q1 2021

€12,847 m



Q1 2022

Total VINCI Group revenue change

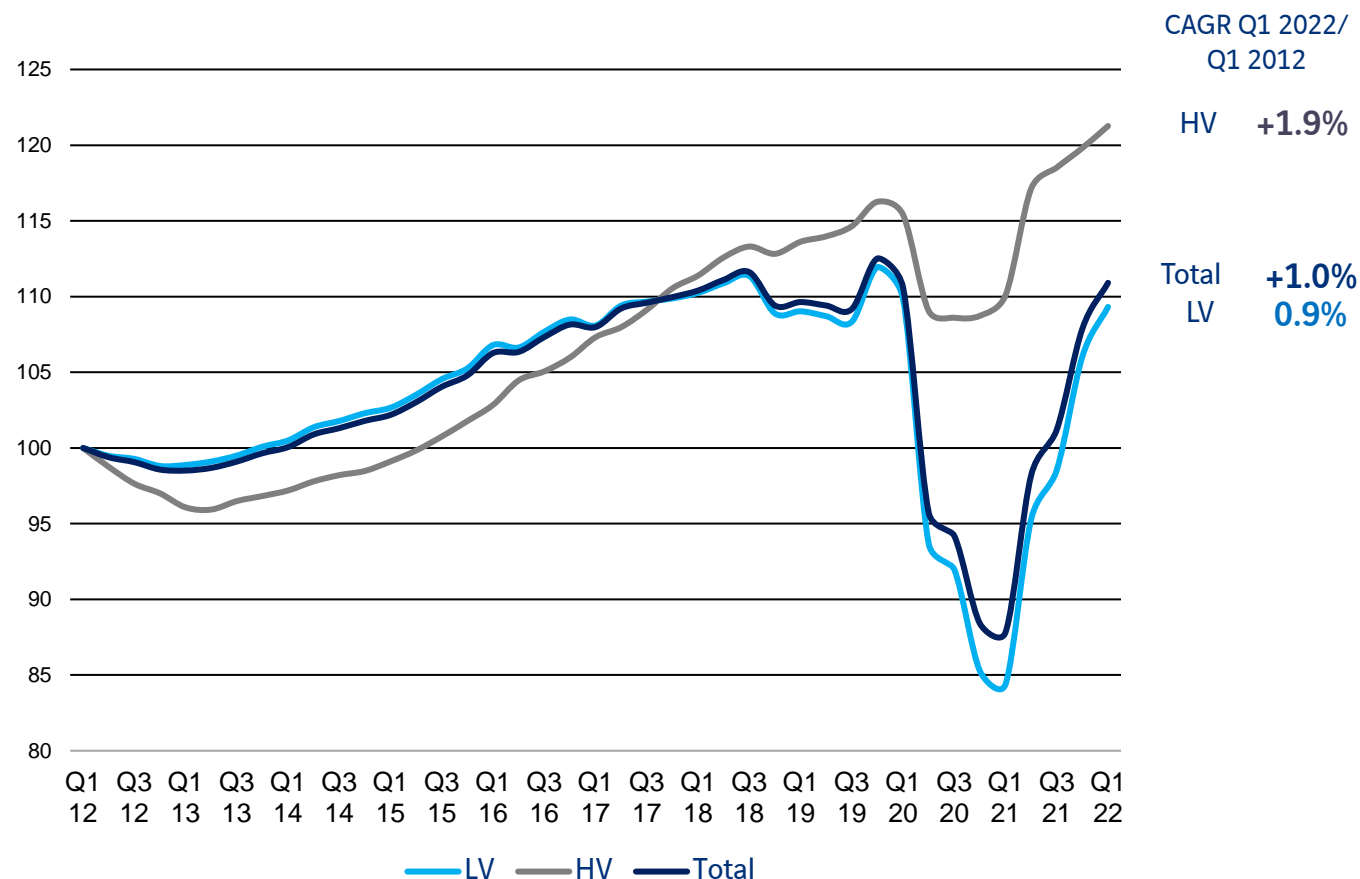


- **Revenue:** €1,274 m (+15% vs Q1 21, +9% vs Q1 19)
- **Traffic levels in Q1 22** remained on a firm upward trajectory (+15.2% vs Q1 21, +2.4% vs Q1 19):
 - ✓ **HV traffic** (+4.9% vs Q1 21, +6.7% vs Q1 19), due to firm economic activity in France and growth in e-commerce
 - ✓ **LV traffic** (+17.7% vs Q1 21, +1.5% vs Q1 19)
- Slight decline in **LV traffic in March 2022 (vs March 2019)** mainly due to the different timing of school holidays between 2019 and 2022

Signing of a low carbon agreement in the French Basque Country to roll-out decarbonation initiatives along the A63 and A64 motorways



VINCI Autoroutes – Rolling twelve months traffic over 10 years



Q1 2022 VINCI Autoroutes traffic

	Total	HV	LV
	Δ Q1 2022/Q1 2021 Δ Q1 2022/Q1 2019	Δ Q1 2022/Q1 2021 Δ Q1 2022/Q1 2019	Δ Q1 2022/Q1 2021 Δ Q1 2022/Q1 2019
	+15.2% +2.4%	+17.7% +1.5%	+4.9% +6.7%
Of which:			
ASF	+14.4% +2.7%	+17.1% +1.7%	+4.5% +7.2%
Escota	+19.1% +4.0%	+21.0% +3.6%	+5.8% +6.9%
Cofiroute	+13.7%	+16.4%	+3.6%
Intercity network	-0.6%	-1.5%	+3.2%
Arcour	+12.8% +2.6%	+15.2% +2.3%	+3.5% +3.7%

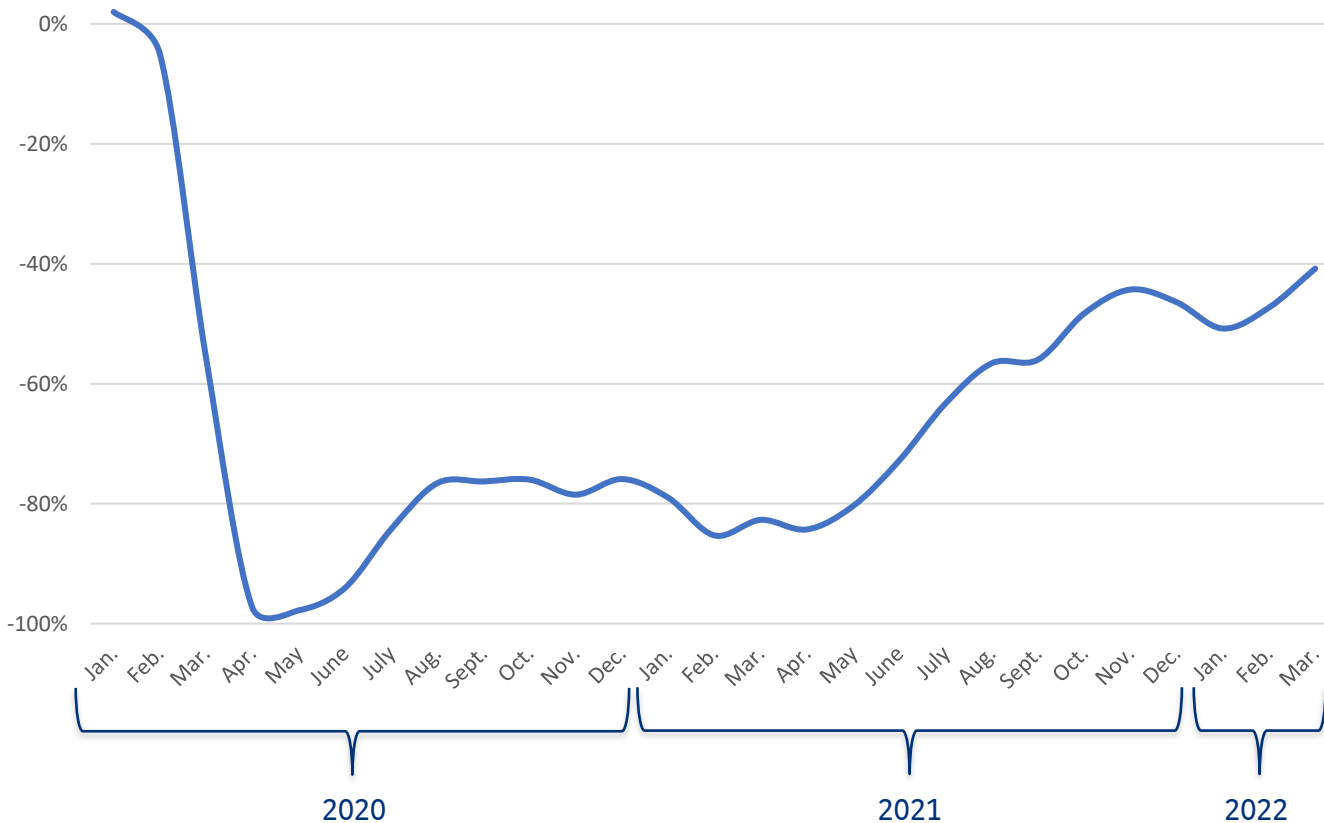
- Revenue: €405 m (2.6x Q1 21, -27% vs Q1 19 at constant perimeter)
- Gradual return of passenger numbers* to pre-pandemic levels (-46% vs Q1 19), which however varies between regions:
 - ✓ Airports in the **Americas** (Dom. Rep., US, Brazil, Chile, Costa Rica) continue to see good momentum, with passenger numbers close to or higher than 2019 levels
 - ✓ In **Europe**, the easing of Covid restrictions led to notable improvements in **Portugal, France** and **Serbia**.
 - ✓ In the **UK**, the loosening of restrictions on international travel in early February led to a rebound in traffic at **London Gatwick**.
 - ✓ Airports in **Asia** (**Japan, Cambodia**) continue to suffer from border closures and ongoing restrictions, particularly in China
- On 27 March, **Gatwick's South Terminal reopened** after being closed for almost two years because of the pandemic

Inauguration of the new Santiago international airport in Chile, aiming at doubling the airport capacity to 38 mPax per year



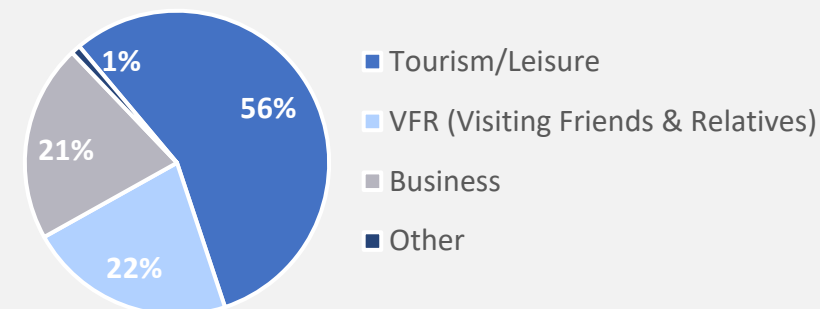
* Data at 100% including airport passenger numbers over the full period

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



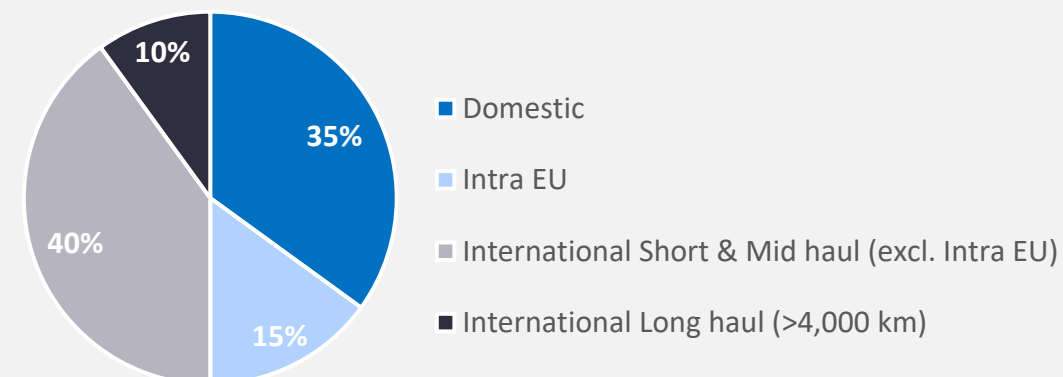
* Including 100% of equity accounted companies traffic on a full period

Traffic breakdown by segment* (FY 2019)



* Estimates based on internal surveys realised in the airports

Breakdown of seats by destination (FY 2019)



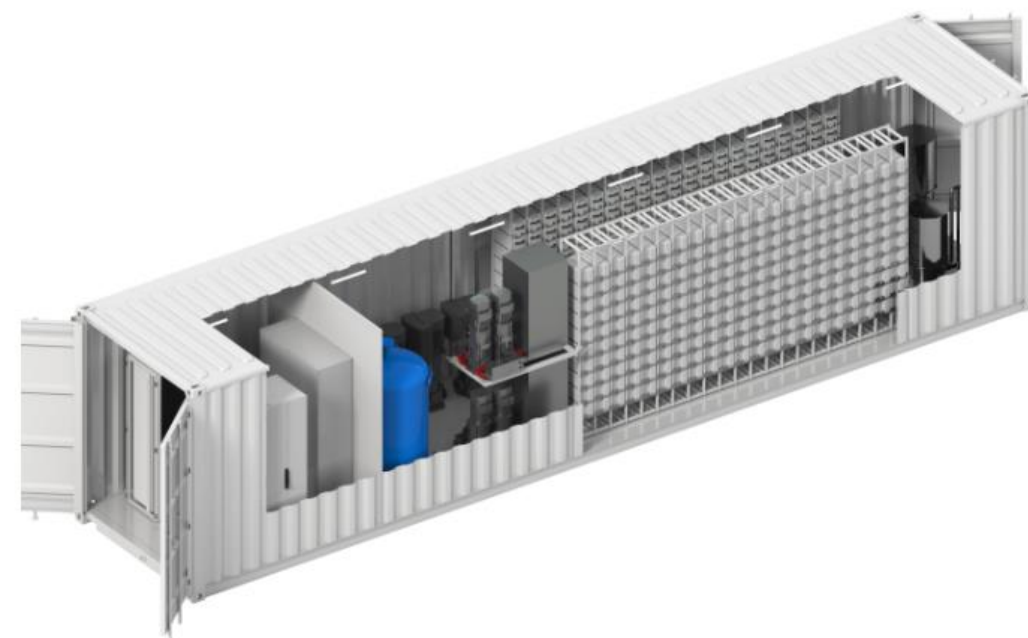
VINCI Airports traffic details over Q1 2022

Passenger traffic (in thousands of pax)	Q1 2022	Change Q1 22 / Q1 21	Change Q1 22/Q1 19
Portugal (ANA)	8,195	5.8x	-25.6%
<i>o/w Lisbonne</i>	4,519	6.1x	-27.7%
United Kingdom	4,701	18.8x	-57.3%
<i>o/w LGW</i>	3,809	24.6x	-60.6%
France	2,633	3.5x	-40.3%
<i>o/w ADL</i>	1,452	3.2x	-43.4%
Cambodia	195	2.5x	-94.0%
USA	1,974	2.4x	-14.7%
Brazil	3,014	+41.8%	-10.7%
Serbia	743	2.6x	-28.2%
Dominican republic	1,373	+75.9%	-6.1%
Sweden	91	+75.9%	-77.1%
Total fully consolidated subsidiaries	22,919	3.5x	-40.2%
Japan (40%)	3,483	+67.3%	-72.4%
Chile (40%)	4,610	2.2x	-34.0%
Costa Rica (45%)	414	3.4x	-7.8%
Rennes-Dinard (49%)	116	2.7x	-38.9%
Total equity-accounted subsidiaries*	8,623	2.0x	-57.4%
Total passengers managed by VINCI Airports*	31,542	2.9x	-46.1%

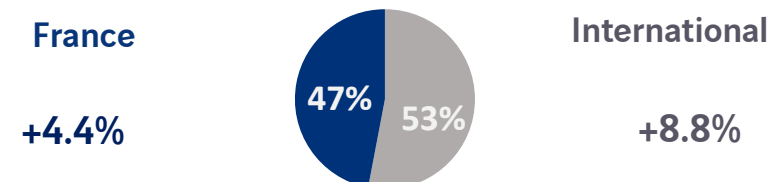
* Including 100% of equity accounted companies traffic on a full period

- **Q1 22 revenue: €3,633 m (+6.7% vs Q1 21, +4.5% lfl):**
 - ✓ **France revenue up 4.4%**, driven by the industry and the building solutions business. Other sectors (Infrastructure and ICT) also posted growth
 - ✓ **International revenue up 8.8%**. Revenue rose in Europe, North America and Africa
- Buoyant markets driven by the energy transition and the increasing deployment of digital technologies, despite procurement problems which had already been experienced in late 2021
- Recently closed acquisitions: 29 in 2021 and 7 in Q1 22 - contributed around €45 m to Q1 22 revenue
- **Firm growth in order intake year-to-date (€4.7 bn, +10% vs Q1 21), both in France and abroad, due to good momentum in flow-business**
 - ✓ In the 12 months to end-March, order intake amounted to a record €16.5 bn

Cooperation agreement signed with Enapter in Germany to build green hydrogen production installations responding to industry performance



Revenue change (vs 2021) and split by geographical area

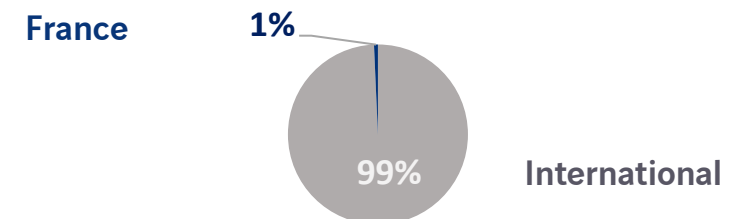


- Q1 22 revenue: €1,234 m
 - ✓ **Good momentum in flow-business** – particularly in Spain, Peru and Mexico – **and in EPC projects**
 - ✓ **46% of the revenue coming from Spain, 36% from Latin America**
 - ✓ **Renewable energy projects** accounting for **around 10%** of the revenue
- **Order book at a high level at end-March (€8.4 bn)**

Development of an electric power converter to connect a 900MW offshore wind farm to an onshore converter point on the German North Sea coast



Revenue split by geographical area



- **Q1 22 revenue: €5,967 m (+14% vs Q1 21, +11% lfl)**
 - ✓ **France revenue up 3.2%**, fuelled by robust business levels in civil engineering and roadworks as well as several major developments in building works in the Greater Paris area
 - ✓ **International revenue up 25.5%**, driven by the ramp-up of several large contracts obtained recently, including two works packages on HS2 in the UK, motorway and rail projects in Canada, Australia and New Zealand and preparatory work on the Fehmarnbelt Fixed Link between Denmark and Germany
- **Order intake down 9% vs Q1 21**
 - ✓ High comps (several large contracts won in Q1 21, including the Fehmarnbelt Link contract)
 - ✓ Given the current market trends and its historically large order book, VINCI Construction maintains a particularly selective approach to taking on new business

Phase 1 of the construction of the new Princess Grace Hospital Centre (Monaco)



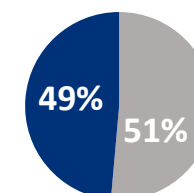
Revenue change (vs 2021) and split by geographical area

France

+3.2%

International

+25.5%



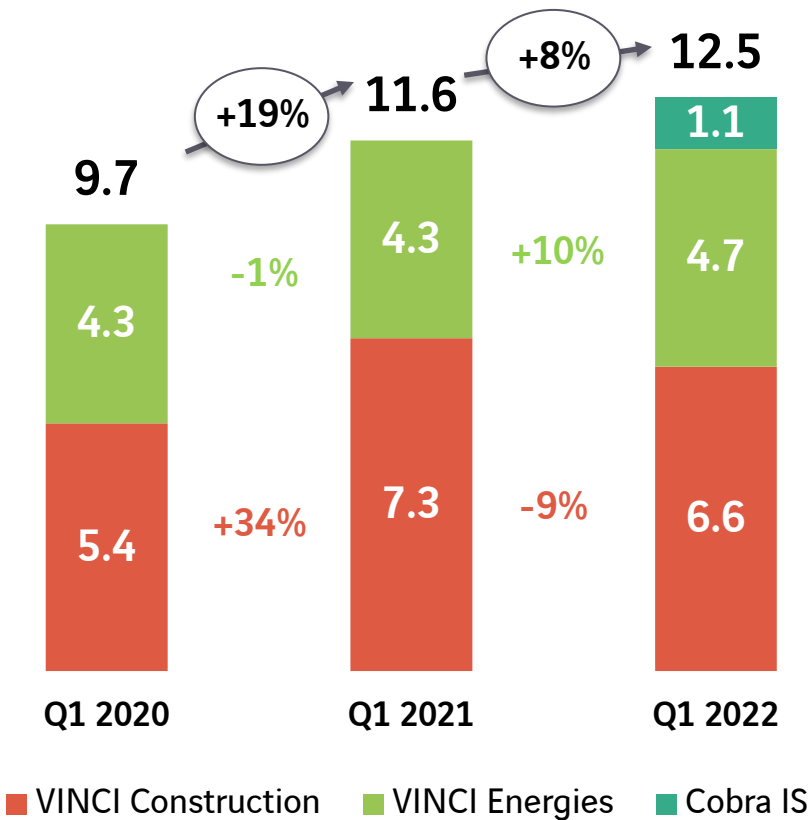
- **Consolidated revenue: €337 m (+5% vs Q1 21):**
 - ✓ Production levels still robust in both residential and commercial sectors
- **Housing units reservations in France went down 28% vs Q1 21:**
 - ✓ High comps relative to the sharp post-Covid rebound in Q1 21

Sales before completion (VEFA) of the 3,500 sqm retail spaces of the future To-Lyon tower

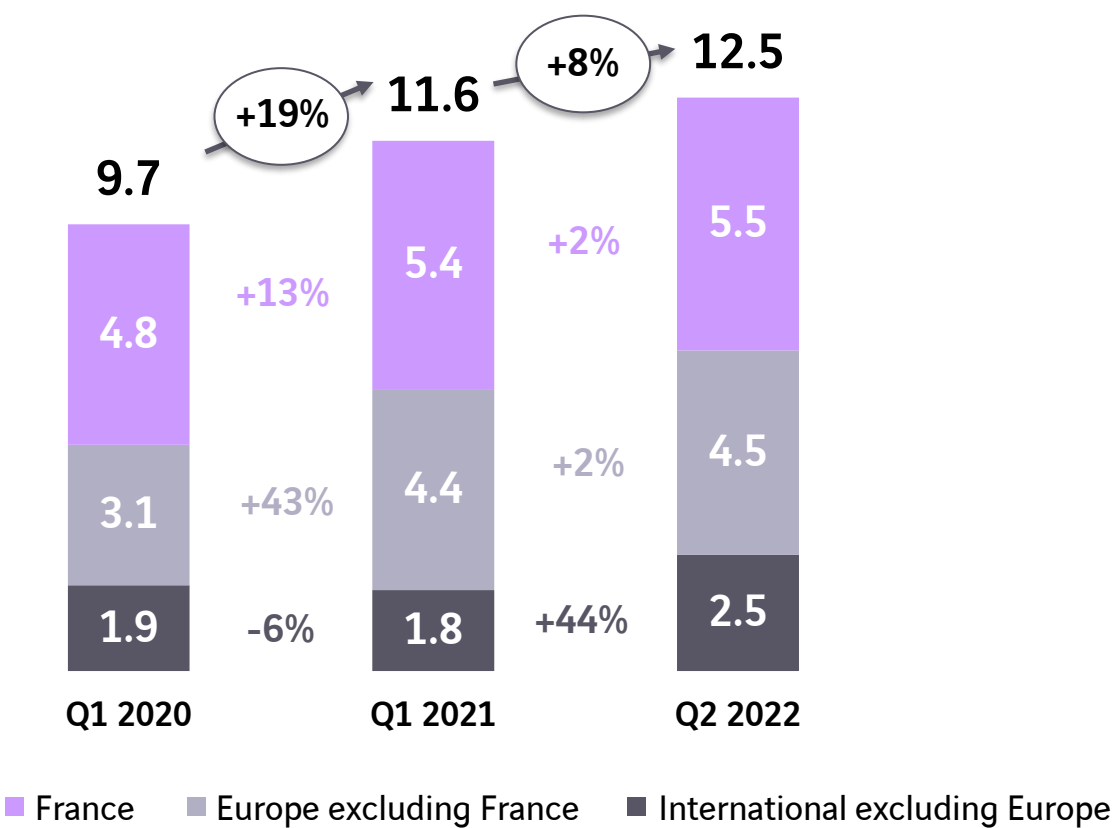


VINCI Construction and VINCI Energies order intake at €11.4 bn, almost unchanged yoy despite high comps
Cobra IS order intake at €1.1 bn

By business lines (in € billion)



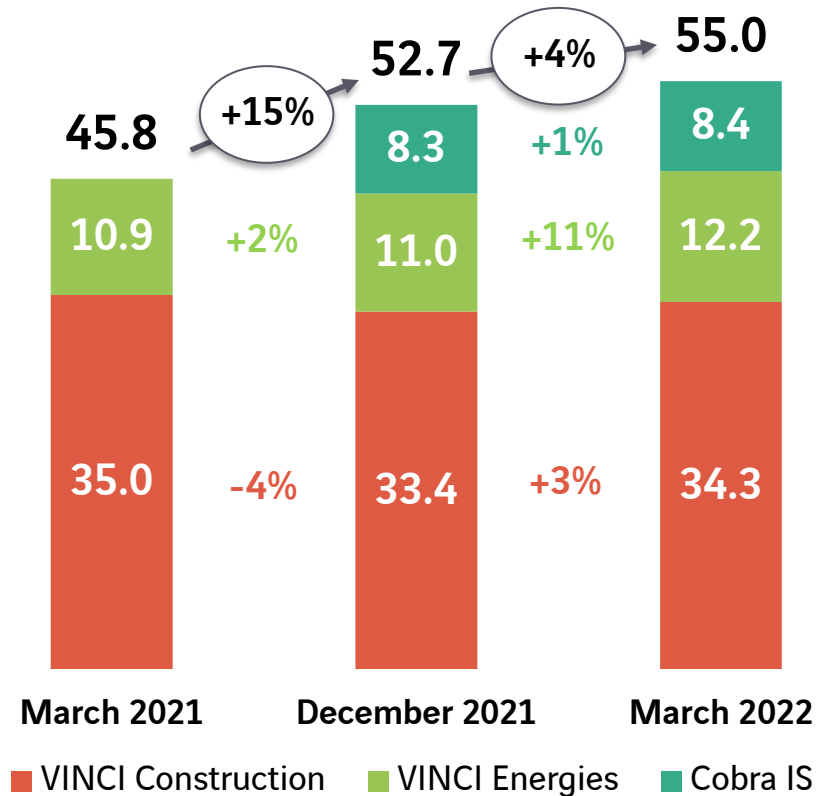
By geographical area (in € billion)



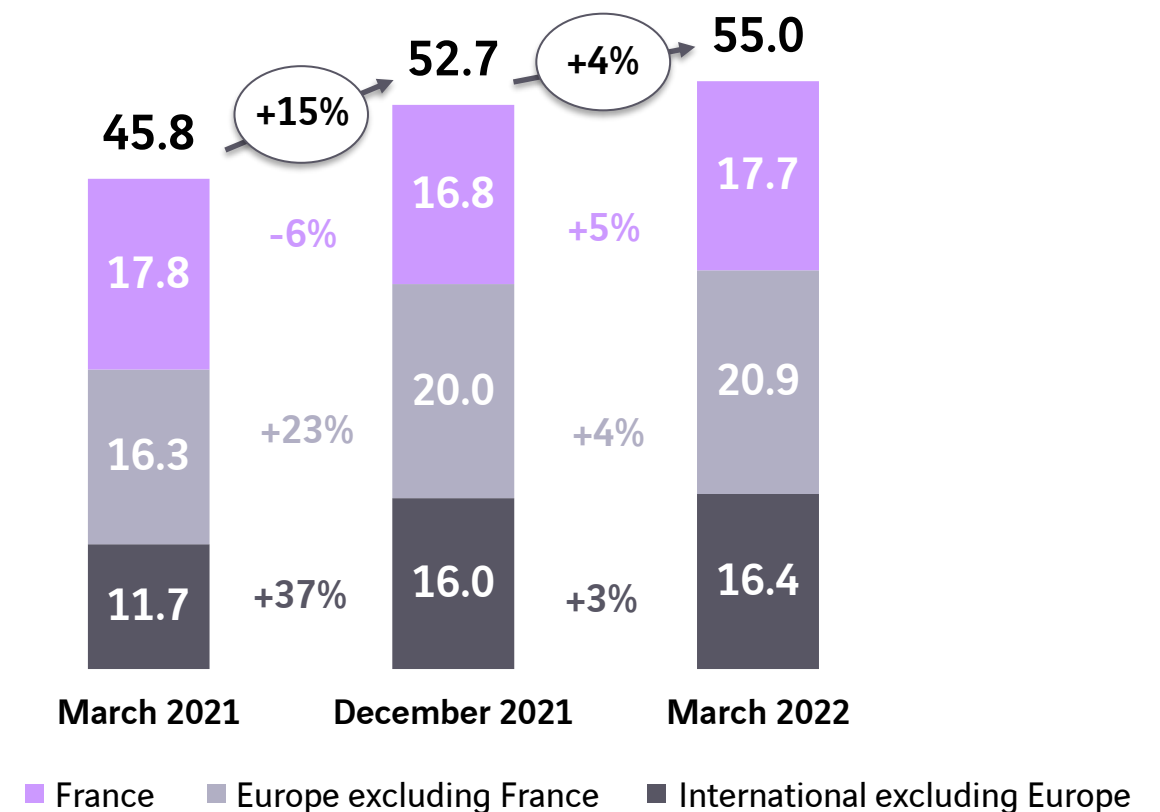
Order book up 2% yoy (excl. Cobra IS), allowing the Group to continue being selective in taking on new business

International accounts for 68% of the order book, of which: Europe excl. France: 38%
Rest of world: 30%

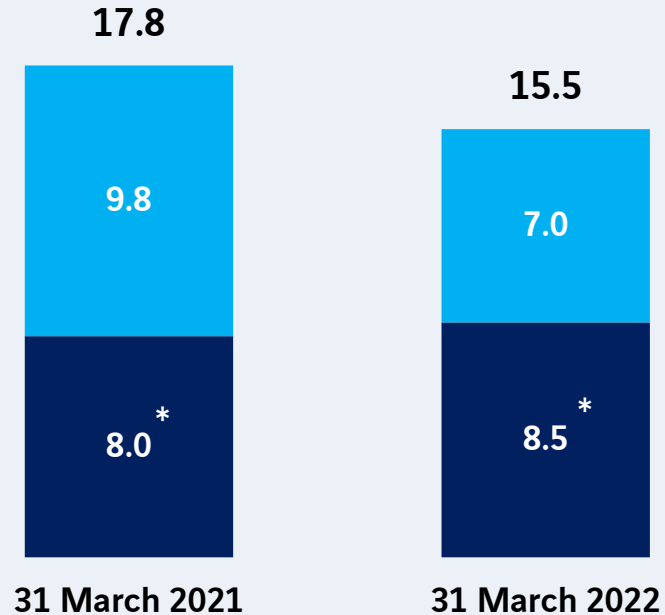
By business lines (in € billion)



By geographical area (in € billion)



Strong liquidity despite Cobra IS acquisition



Data in € billion

Net cash managed
Unused confirmed bank credit facility

* Of which €0.5 bn relating to Cobra IS

Strong LT credit rating

S&P **A-** **Outlook stable**
Confirmed in March 2022

Moody's **A3** **Outlook stable**
Confirmed in October 2021

- ✓ Confirmation of the trends expected for 2022, within a sanitary and geopolitical environment not stabilized

Energy

VINCI Energies' markets remaining buoyant, it should be able to continue growing its business and solidify its operational performance.

Underpinned by firm impetus in its flow business and the ramp up of EPC (engineering, procurement and construction) projects, **Cobra IS** expects revenue of around €5.5 billion and operating margin in line with the industry "best-in-class".

VINCI Construction

Given its order book, **VINCI Construction** is likely to remain busy and improve its operating margin, while taking a selective approach to new business.

Concessions

VINCI Autoroutes expects full-year traffic levels to exceed those of 2019.

VINCI Airports expects the upturn in passenger numbers to continue, potentially up to around 60% of their 2019 level, and therefore a net income close to break even.

- ✓ Bottom line, VINCI expects net income in 2022 to be higher than the 2019 figure.

2021 dividend per share approved during the Shareholder's General Meeting of 12 April 2022

**€2.90
per share**

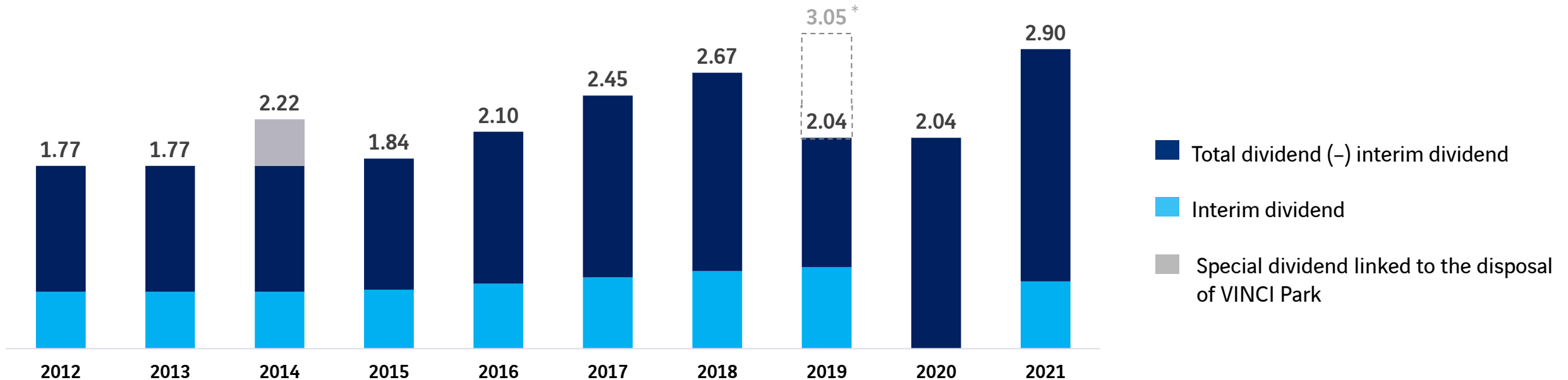
28 April 2022

Payment date (all cash)

26 April 2022

Ex-date

2021 pay-out ratio: 64%



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 pandemic.



VINCI Construction



VINCI Energies



Cobra IS



VINCI Autoroutes



VINCI Airports



Strong growth drivers

VINCI's environmental ambition and 2021 performance



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 Eurovia

Zero Waste

to landfill from all concessions

14 mt

of recycled aggregate mix out of Eurovia'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



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

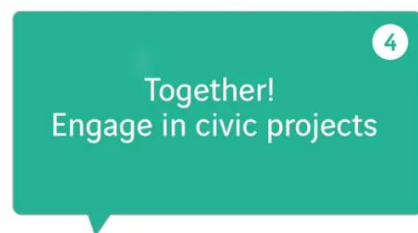
€5.2 bn

revenues from environmentally accredited projects in
2021



commitments

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



2 million

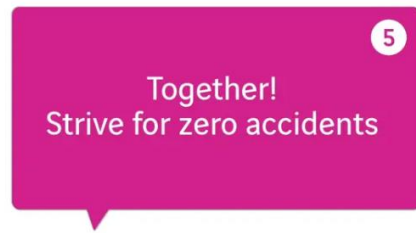
hours of integration
employment in France in 2021

4,000

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

€6.2m

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



73%

of companies without lost-time
occupational accidents

0.42

Workplace accident severity
rate

5.74

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

1,540,904

training hours in health & safety



21.6%

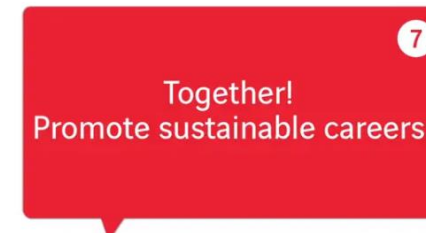
of female managers in
2021 (vs 18.5% in 2016)

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



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)



198,000

Employees eligible to
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 average maturity of the portfolio
- ✓ 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

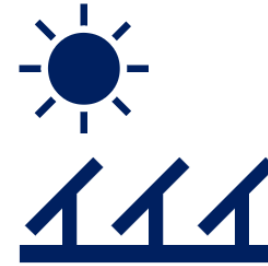
AIM FOR A GLOBAL PERFORMANCE (SOCIAL, SOCIETAL AND ENVIRONMENTAL COMMITMENT)



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 enhance the group's environmental profile

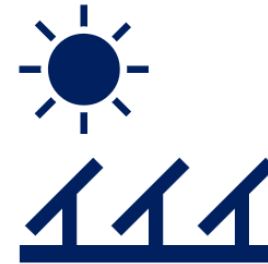
NOTEWORTHY ONGOING PROJECTS



Future 570 MW solar PV farm
in Pernambuco (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)



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

As of March 31, 2022

Q1 2022 consolidated revenue - France

€ in million	Q1 2022	Q1 2021	Δ 2022/2021	
			Actual	Like-for-like
Concessions [*]	1,375	1,164	+18%	+18%
VINCI Autoroutes	1,274	1,108	+15%	+15%
VINCI Airports	71	37	+92%	+92%
Other Concessions ^{**}	30	19	+56%	+56%
VINCI Energies	1,703	1,631	+4.4%	+3.6%
Cobra IS	8			
VINCI Construction	2,909	2,819	+3.2%	+3.1%
VINCI Immobilier	336	317	+6.0%	+6.0%
Eliminations	(97)	(120)		
Total revenue*	6,234	5,811	+7.3%	+6.9%

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

** VINCI Highways, VINCI Railways and VINCI Stadium

Δ 2022/2021

€ in million	Q1 2022	Q1 2021	Actual	Like-for-like
Concessions [*]	404	162	2.5x	2.4x
VINCI Airports	335	119	2.8x	2.6x
Other Concessions ^{**}	69	43	+62%	+57%
VINCI Energies	1,931	1,774	+8.8%	+5.3%
Cobra IS	1,226			
VINCI Construction	3,058	2,436	+26%	+20%
Eliminations and others	(5)	(5)		
Total revenue*	6,613	4,367	+51%	+19%

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

** VINCI Highways, VINCI Railways and VINCI Stadium

Other information

€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

Revenue: **€7.0 bn**

16,826 people

VINCI Autoroutes



**VINCI Airports &
Other concessions****

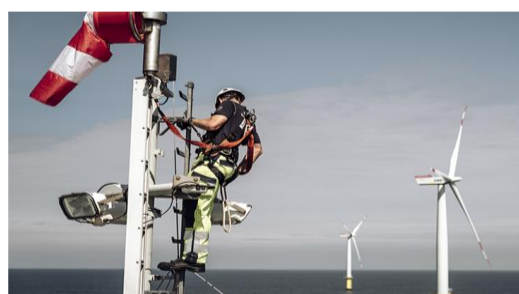


Energy

Revenue: **€15.1 bn**

85,555 people

VINCI Energies



Construction

Revenue: **€26.3 bn**

115,270 people

VINCI Construction



Immobilier

Revenue: **€1.6 bn**

1,248 people

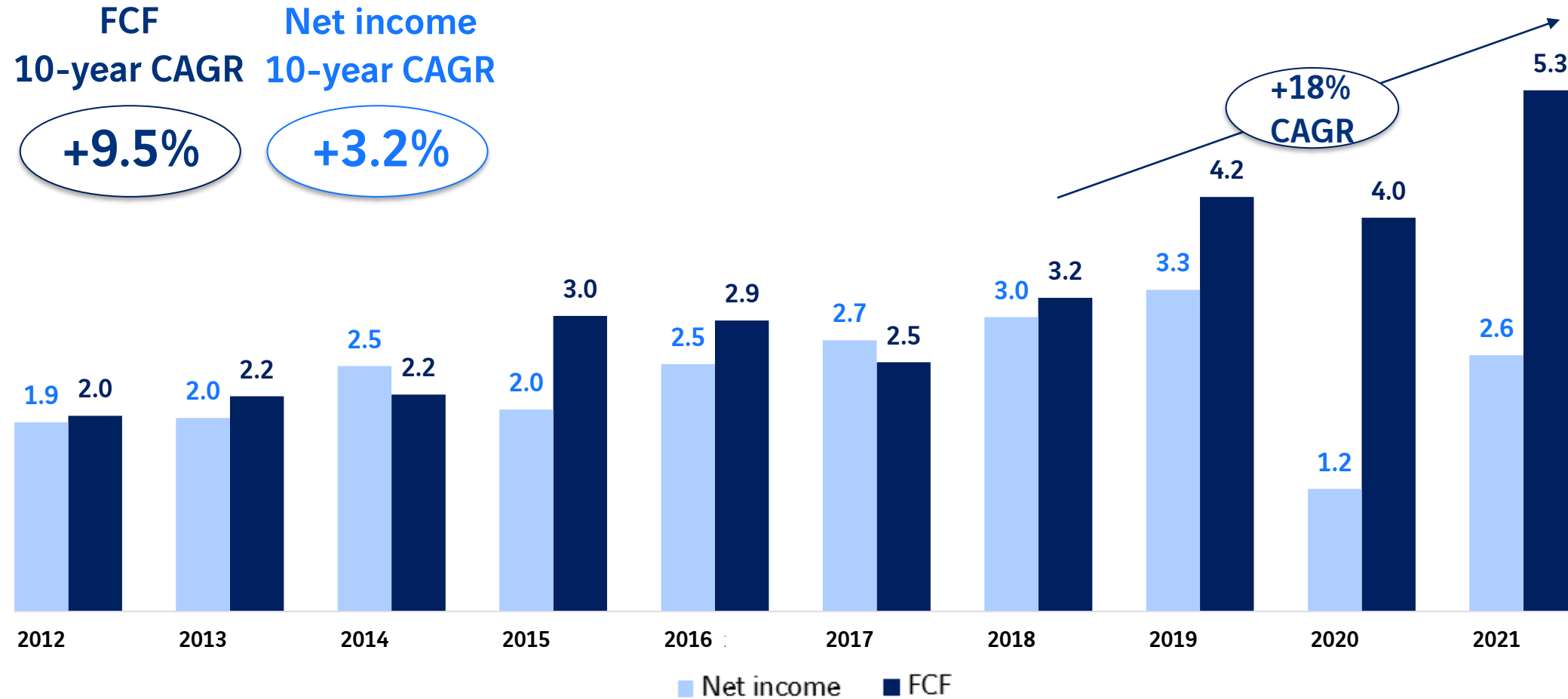
VINCI Immobilier



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

** VINCI Highways, VINCI Railways, VINCI Stadium

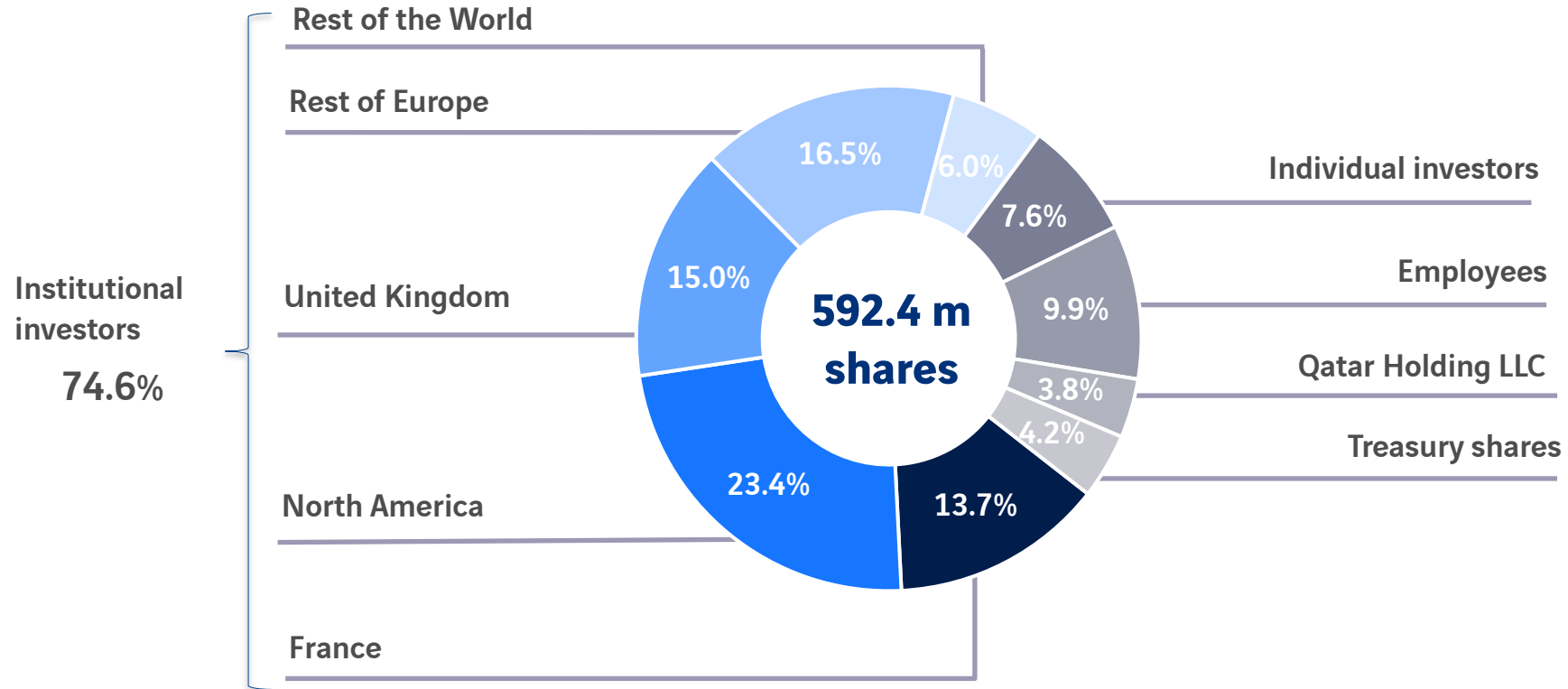
Free cash flow generation 2012 to 2021: €31.5 bn total





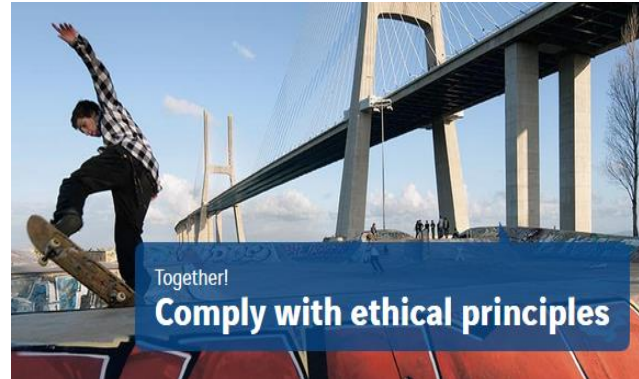
In 2022, more than 50% of the revenue will be generated outside France





Shareholding structure*

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



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



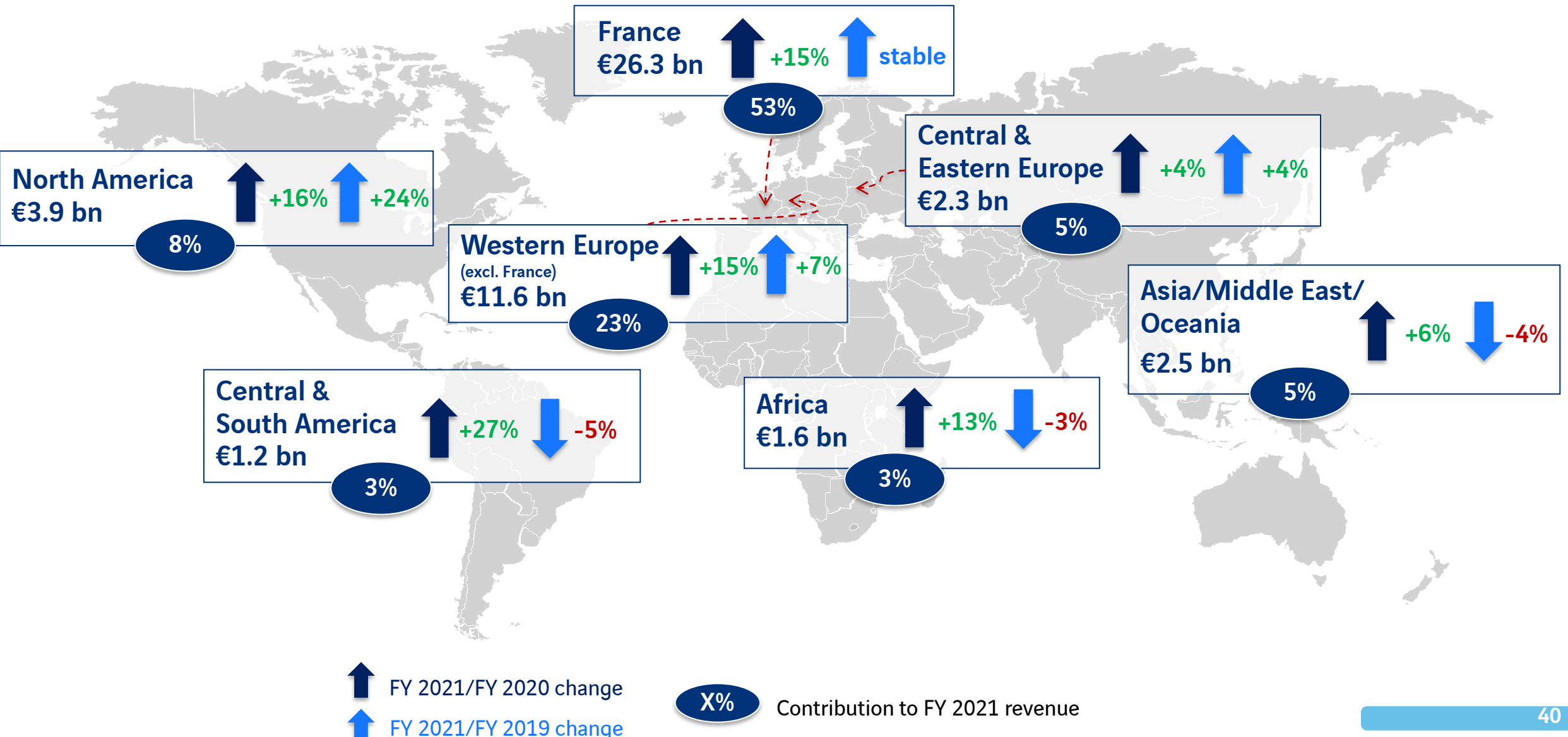
Financial Data

As of December 31, 2021

in € million	FY 2021	FY 2020	FY 2019	Δ 2021/2020		Δ 2021/2019
				Actual	Like-for-like	Actual
Concessions	7,046	5,839	8,544	+20.7%	+20.9%	-17.5%
VINCI Autoroutes	5,550	4,613	5,593	+20.3%	+20.3%	-0.8%
VINCI Airports	1,188	990	2,631	+19.9%	+19.8%	-54.9%
Other Concessions	309	235	319	+31.1%	+38.1%	-3.2%
VINCI Energies	15,097	13,661	13,749	+10.5%	+8.1%	+9.8%
VINCI Construction	26,282	23,149	25,051	+13.5%	+13.0%	+4.9%
VINCI Immobilier	1,611	1,189	1,320	+35.5%	+22.9%	+22.1%
Eliminations	(639)	(605)	(610)			
Total revenue*	49,396	43,234	48,053	+14.3%	+12.9%	+2.8%

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

International: 47% of FY 2021 revenue



Consolidated revenue - France

in € million	FY 2021	FY 2020	FY 2019	Δ 2021/2020		Δ 2021/2019
				Actual	Like-for-like	Actual
Concessions	5,867	4,871	6,079	+20.4%	+20.4%	-3.5%
VINCI Autoroutes	5,550	4,613	5,593	+20.3%	+20.3%	-0.8%
VINCI Airports	220	185	371	+19.2%	+19.2%	-40.5%
Other Concessions	96	73	115	+31.6%	+31.6%	-16.8%
VINCI Energies	6,698	5,860	6,158	+14.3%	+13.6%	+8.8%
VINCI Construction	12,751	11,568	13,342	+10.2%	+10.1%	-4.4%
VINCI Immobilier	1,605	1,187	1,314	+35.2%	+22.6%	+22.2%
Eliminations	(602)	(574)	(586)			
Total revenue*	26,319	22,912	26,307	+14.9%	+13.9%	+0.0%

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

Consolidated revenue - International

in € million	FY 2021	FY 2020	FY 2019	Δ 2021/2020		Δ 2021/2019
				Actual	Like-for-like	Actual
Concessions	1,180	968	2,464	+21.9%	+23.2%	-52.1%
VINCI Airports	967	805	2,261	+20.1%	+19.9%	-57.2%
Other Concessions	213	162	204	+30.9%	+41.2%	+4.5%
VINCI Energies	8,399	7,802	7,591	+7.7%	+4.1%	+10.6%
VINCI Construction	13,531	11,582	11,708	+16.8%	+15.9%	+15.6%
Eliminations	(31)	(28)	(18)			
Total revenue*	23,078	20,323	21,746	+13.6%	+11.6%	+6.1%

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

Ebit - operating income from ordinary activities by business line

in € million	FY 2021	% of revenue*	FY 2020	% of revenue*	FY 2019	% of revenue*	Δ 2021/2020	Δ 2021/2019
Concessions	2,683	38.1%	1,586	27.2%	3,989	46.7%	+1,097	-1,305
VINCI Autoroutes	2,841	51.2%	1,981	42.9%	2,967	53.0%	+860	-125
VINCI Airports	(206)	(17.3)%	(369)	(37.3)%	1,016	38.6%	+163	-1,222
Other concessions	48		(26)		6		+74	+42
VINCI Energies	985	6.5%	773	5.7%	827	6.0%	+212	+158
VINCI Construction	968	3.7%	470	2.0%	826	3.3%	+498	+142
VINCI Immobilier	70	4.4%	23	2.0%	80	6.0%	+47	-9
Holding companies	15		5		12		+10	+3
Ebit	4,723	9.6%	2,859	6.6%	5,734	11.9%	+1,864	-1,011

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

Income statement

<i>(in € million)</i>	FY 2021	FY 2020	FY 2019	Δ 2021/2020	Δ 2021/2019
Operating income from ordinary activities (Ebit)	4,723	2,859	5,734	+1,864	-1,011
<i>% of revenue</i>	<i>9.6%</i>	<i>6.6%</i>	<i>11.9%</i>		
Share-based payment expense (IFRS 2)	(288)	(240)	(291)		
Profit/loss of equity-accounted cos. & miscellaneous	29	(108)	260		
Recurring operating income	4,464	2,511	5,704	+1,953	-1,240
Non-recurring operating items	(26)	(52)	(40)		
Operating income	4,438	2,459	5,664	+1,979	-1,226
Financial income/(expense)	(618)	(636)	(621)		
Income tax	(1,625)*	(807)*	(1,634)		
Non-controlling interests	402	226	(148)		
Net income attributable to owners of the parent	2,597	1,242	3,260	+1,355	-663
Diluted earnings per share <i>(in €)</i>	4.51	2.20	5.82	+2.30	-1.31
Net income attributable to owners of the parent before non recurring changes in deferred tax	2,797**	1,292**	3,260	+1,505	-463

* Including non-recurring changes in deferred tax in the UK (negative impacts of €388 m in FY 2021 and €100 m in FY 2020)

** Negative impacts of the non-recurring changes in deferred tax in the UK on net income amounted to €200 m in FY 2021 and €50 m in FY 2020

Recurring operating income (ROI) by business line

in € million	FY 2021	% of revenue*	FY 2020	% of revenue*	FY 2019	% of revenue*	Δ 2021/2020	Δ 2021/2019
Concessions	2,583	36.7%	1,459	25.0%	4,146	48.5%	+1,124	-1,563
VINCI Autoroutes	2,828	50.9%	1,968	42.7%	2,948	52.7%	+860	-120
VINCI Airports	(265)	(22.3)%	(597)	(60.3)%	1,187	45.1%	+331	-1,452
Other Concessions	21		87		11		-66	+9
VINCI Energies	882	5.8%	688	5.0%	729	5.3%	+194	+153
VINCI Construction	879	3.3%	347	1.5%	731	2.9%	+532	+148
VINCI Immobilier	117	7.2%	35	3.0%	100	7.6%	+81	+16
Holding companies	3		(18)		-3			
ROI	4,464	9.0%	2,511	5.8%	5,704	11.9%	+1,953	-1,240

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

Ebitda by business line

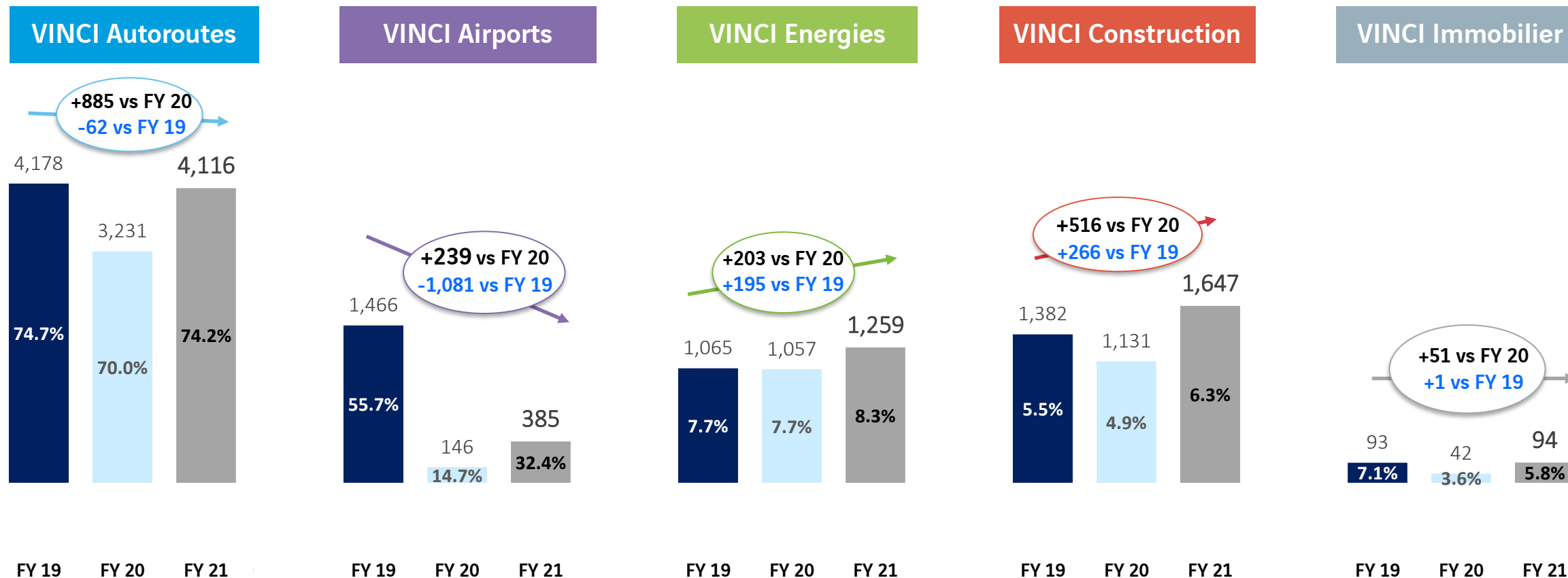
in € million	FY 2021	% of revenue*	FY 2020	% of revenue*	FY 2019	% of revenue*	Δ 2021/2020	Δ 2021/2019
Concessions	4,676	66.4%	3,491	59.8%	5,796	67.8%	+1,185	-1,120
o/w VINCI Autoroutes	4,116	74.2%	3,231	70.0%	4,178	74.7%	+885	-62
o/w VINCI Airports	385	32.4%	146	14.7%	1,466	55.7%	+239	-1,081
VINCI Energies	1,259	8.3%	1,057	7.7%	1,065	7.7%	+203	+195
VINCI Construction	1,647	6.3%	1,131	4.9%	1,382	5.5%	+516	+266
VINCI Immobilier	94	5.8%	42	3.6%	93	7.1%	+51	+1
Holding companies	207		198		161		+10	+47
Ebitda	7,884	16.0%	5,919	13.7%	8,497	17.7%	+1,965	-613

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

Ebitda change by business line

VINCI Group Ebitda: €7,884 million (+1,965 vs FY 20, -613 vs FY 19)

Ebitda margin: 16.0% (+230 bp vs FY 20, -170 bp vs FY 19)



Cash flow statement (1/2)

in € million	FY 2021	FY 2020	FY 2019
Ebitda	7,884	5,919	8,497
Change in WCR [*] and current provisions	1,579	2,330	428
Income taxes paid	(1,213)	(1,054)	(1,547)
Net interest paid	(557)	(590)	(458)
Dividends received from companies accounted for under the equity method	112	71	170
Net operating CAPEX ^{**}	(1,077)	(994)	(1,249)
Repayment of lease debt and associated financial expense	(631)	(607)	(575)
Operating cash flow	6,098	5,075	5,266
<i>o/w Concessions</i>	<i>3,501</i>	<i>2,023</i>	<i>3,800</i>
<i>o/w VINCI Energies</i>	<i>1,199</i>	<i>1,191</i>	<i>781</i>
<i>o/w VINCI Construction</i>	<i>1,208</i>	<i>1,383</i>	<i>701</i>
Growth CAPEX in concessions & PPPs	(815)	(1,085)	(1,065)
Free cash flow (after CAPEX)	5,282	3,990	4,201

* Working Capital Requirement

** Including LGW capex: €33 m in 2021, €121 m in 2020 and €182 m in 2019

Cash flow statement (2/2)

in € million	FY 2021	FY 2020	FY 2019
Free cash flow (after CAPEX)	5,282	3,990	4,201
Net financial investments and other cash flows	(4,643)*	(370)	(8,335)
Cash flow before movements in share capital	639	3,619	(4,134)
Share capital increases and other operations	721	648	933
Dividends	(1,558)	(721)**	(1,772)
Share buy-backs	(602)	(336)	(903)
Net cash flow for the period	(800)	3,211	(5,876)
Consolidation impacts and others	(477)	454	(224)
Change in net financial debt	(1,276)	3,665	(6,100)

* Of which the acquisition of Cobra IS for €(4.2) bn.

** Including dividends reinvested in shares (€422 million).

Operating CAPEX

in € million	FY 2021	FY 2020	FY 2019	Δ 2021/2020	Δ 2021/2019
Concessions	77	180	242	-103	-165
VINCI Autoroutes	23	22	24	+1	-1
VINCI Airports [*]	44	138	205	-94	-161
Other Concessions	9	19	12	-10	-3
VINCI Energies	182	164	160	+18	+22
VINCI Construction	758	624	808	+134	-50
VINCI Immobilier and holdings	198	150	155	+47	+43
Purchases of tangible and intangible assets	1,214	1,117	1,366	+97	-152
Proceeds from disposals of tangible and intangible assets	(137)	(124)	(117)	-14	-20
Operating CAPEX (net of disposals)	1,077	994	1,249	+83	-172

* Including LGW capex: €33 m in 2021, €121 m in 2020 and €182 m in 2019

Growth CAPEX in concessions and PPPs

in € million	FY 2021	FY 2020	FY 2019	Δ 2021/2020	Δ 2021/2019
Concessions	841	1,035	1,026	-194	-185
VINCI Autoroutes	677	731	775	-54	-98
Of which: ASF	230	333	266	-103	-35
Escota	120	86	92	+34	+27
Cofiroute	224	216	181	+8	+42
Arcos	95	89	227	+6	-132
VINCI Airports	163	310	248	-147	-85
Other concessions	1	-6	3	+7	-2
VINCI Energies	-2	-	-2	-2	-
VINCI Construction	-24	50	42	-74	-66
Net growth CAPEX in concessions and PPPs	815	1,085	1,065	-270	-250

Consolidated balance sheet

<i>(in € million)</i>	31 Dec. 2021	31 Dec. 2020*	31 Dec. 2019*	Δ 2021/2019
Non-current assets – Concessions	40,437	40,879	42,968	-2,531
Non-current assets – Energy, Construction and other	19,976	14,212	14,055	+5,921
WCR, provisions and other current assets & liabilities	(11,621)	(8,833)	(6,965)	-4,657
Capital employed	48,792	46,258	50,058	-1,266
Equity	(24,771)	(23,173)	(23,191)	-1,580
Lease debt	(2,098)	(1,907)	(1,862)	-236
Non-current provisions and misc. long-term liabilities	(2,658)	(3,188)	(3,351)	+693
Long-term resources	(29,527)	(28,269)	(28,404)	-1,123
Gross financial debt	(28,562)	(27,942)	(28,405)	-157
Net cash managed	9,297	9,953	6,751	+2,546
Net financial debt	(19,266)	(17,989)	(21,654)	+2,388

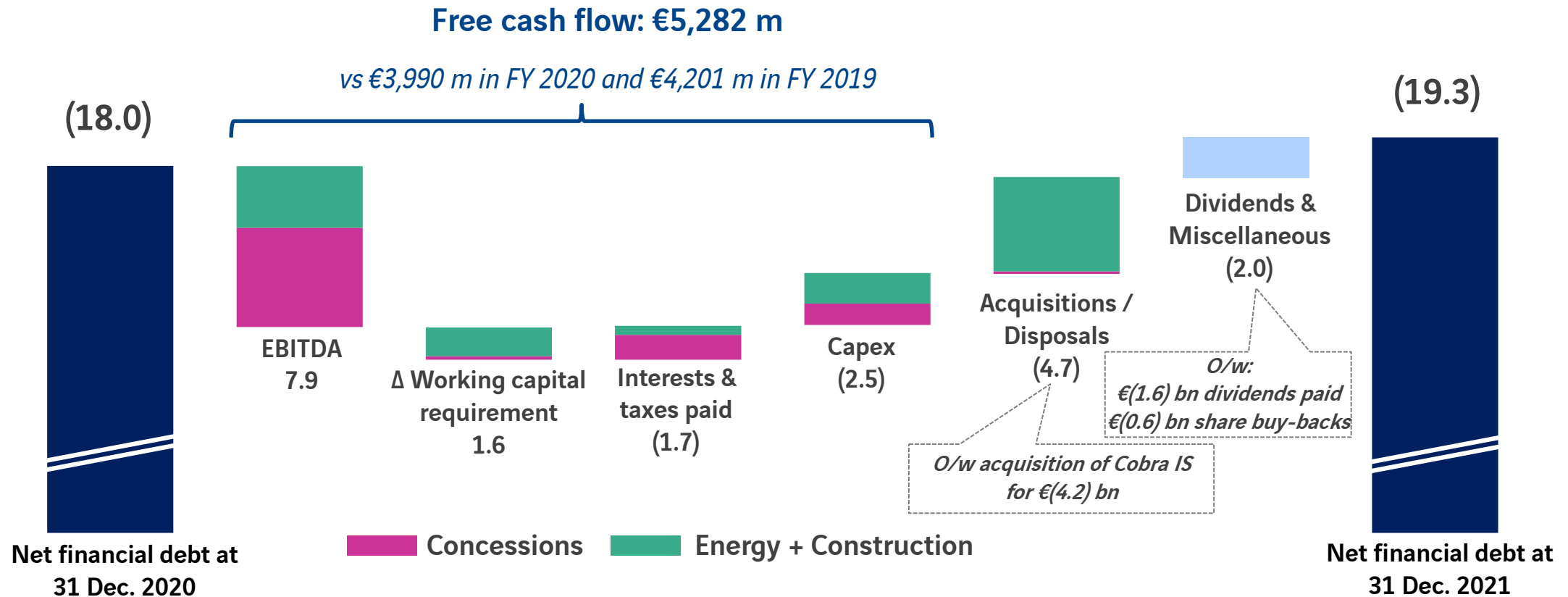
* Adjusted following the IFRC IC's agenda decision of May 2021 clarifying how to calculate retirement benefit obligations.

Net financial debt by business line

in € million	31 Dec. 2021	Of which external net debt	31 Dec. 2020	Of which external net debt	Δ 31 Dec. 2021/ 31 Dec. 2020
Concessions	(32,693)	(19,664)	(32,718)	(20,409)	+25
VINCI Autoroutes	(18,008)	(13,296)	(18,318)	(14,484)	+310
VINCI Airports	(11,723)	(5,860)	(11,053)	(5,264)	-670
Other concessions	(2,962)	(508)	(3,347)	(661)	+385
VINCI Energies	447	538	(256)	405	+702
Cobra IS	676	676	-	-	+676
VINCI Construction	3,334	1,670	2,211	1,760	+1,123
Holding cos & VINCI Immobilier	8,971	(2,485)	12,774	255	-3,803
Net financial debt	(19,266)	(19,266)	(17,989)	(17,989)	-1,276
<i>of which gross financial debt</i>	<i>(28,562)</i>		<i>(27,942)</i>		<i>-620</i>
<i>of which net cash managed</i>	<i>9,297</i>		<i>9,953</i>		<i>-656</i>

Limited increase in net financial debt during FY 2021 (€1.3 bn) despite Cobra IS acquisition

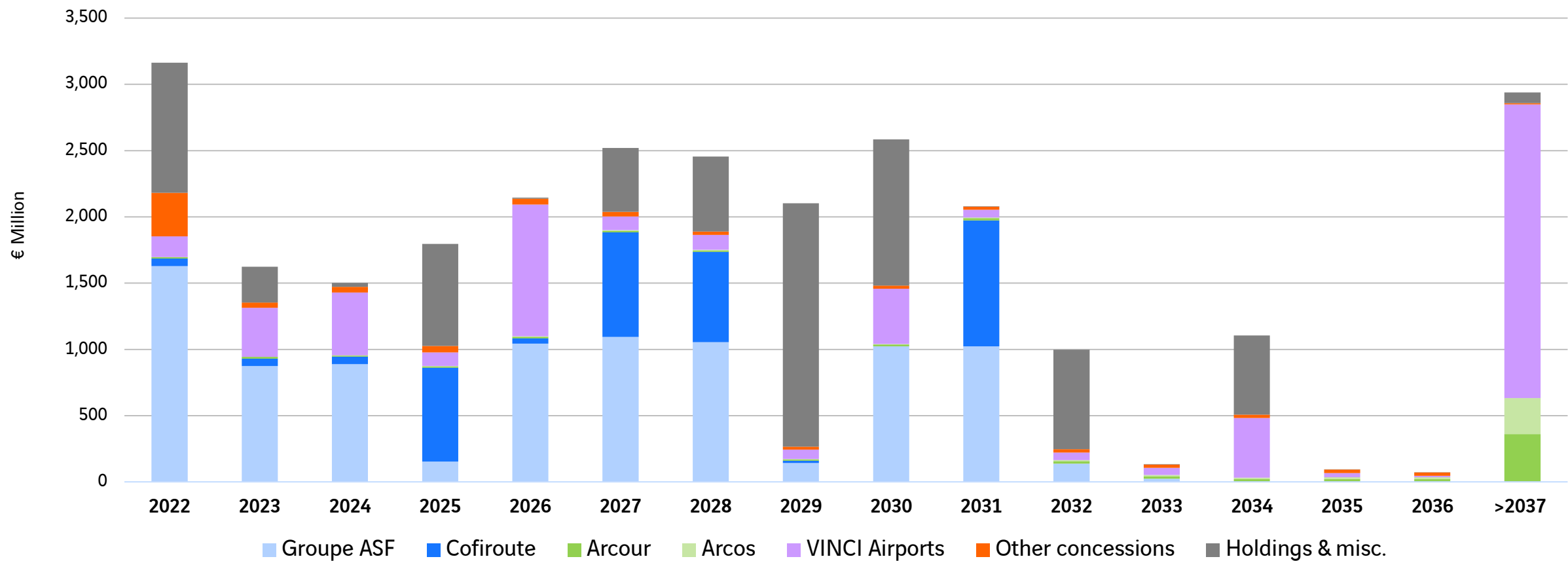
(in € billions)



Reminder FY 2020	5.9	2.3	((1.6))	((2.7))	((0.4))	0.1	((18.0) at 31 Dec. 2020)
FY 2019	8.5	0.4	((1.8))	((2.9))	((8.3))	((2.0))	((21.7) at 31 Dec. 2019)

Maturity of LT gross financial debt

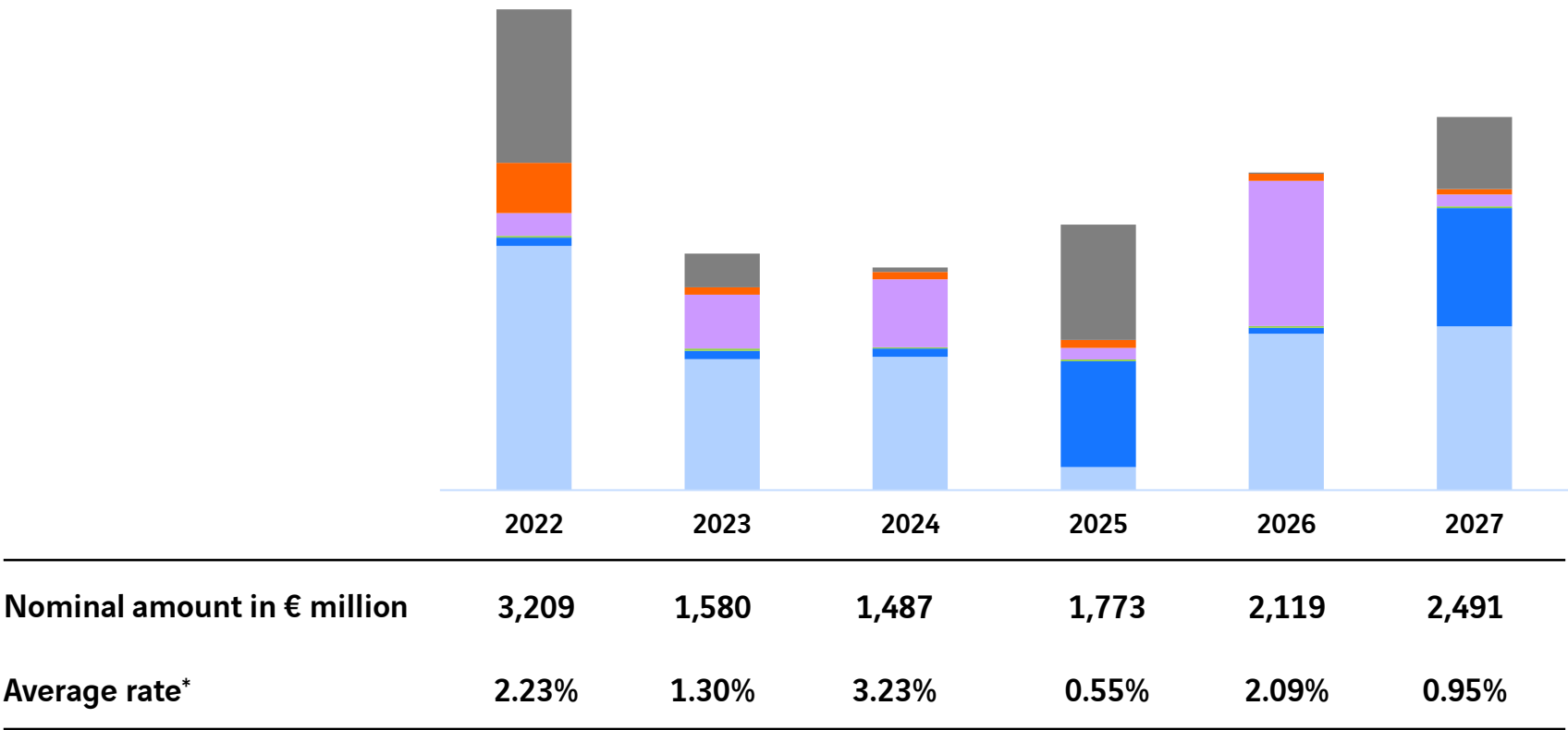
Average maturity of LT gross financial debt (€28.6 bn) as of 31 December 2021: **7.3 years***



* Concessions: 7.5 years

Holdings and other divisions: 6.6 years

Average cost of future debt repayments

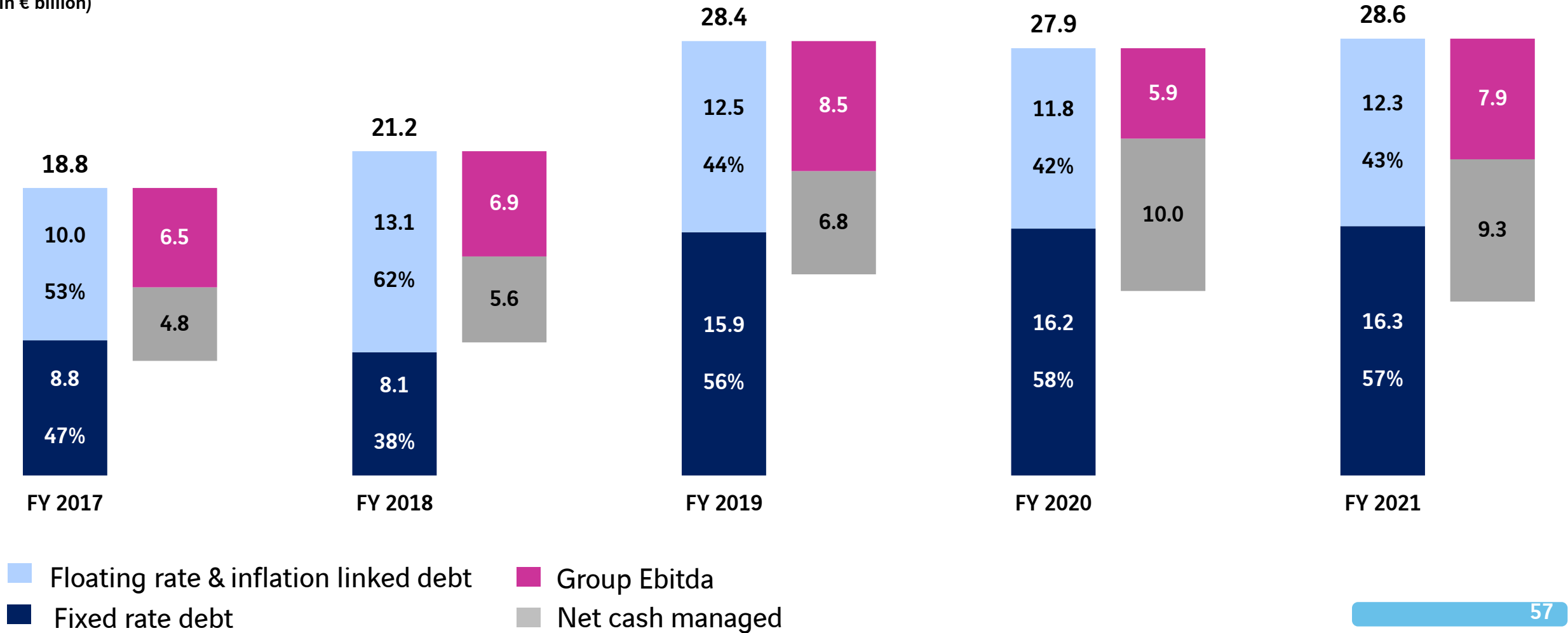


* After hedging

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

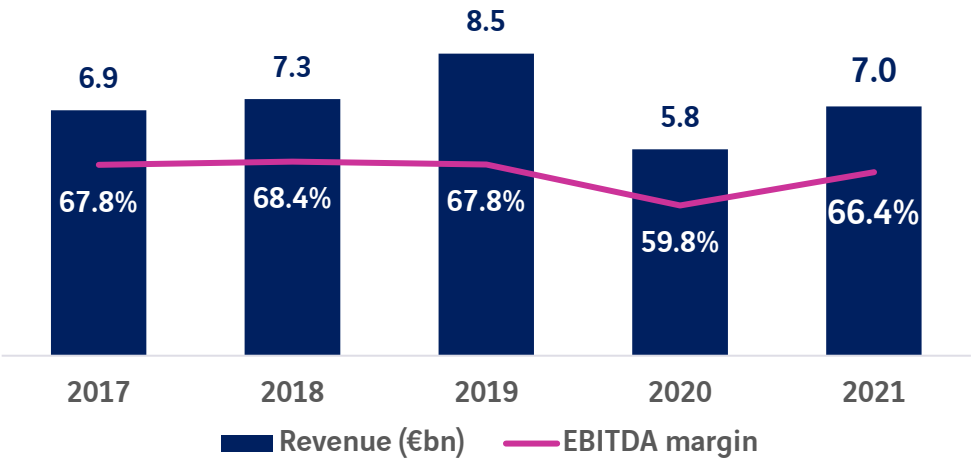
Natural hedge between floating rate + inflation linked debt and Ebitda (linked to inflation) + net cash managed (remunerated based on short-term floating rate)

Gross financial debt breakdown between fixed and floating rates
(in € billion)

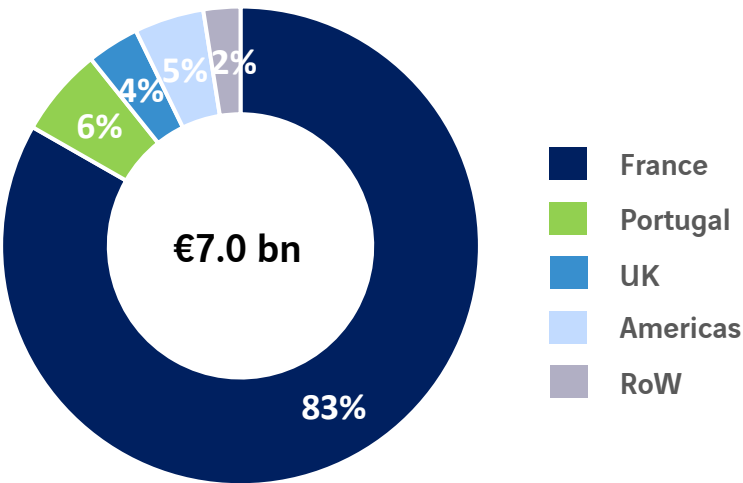


Business line profiles

Revenue and Ebitda margin over the last 5 years



2021 revenue by geographical area



79%

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



17%

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



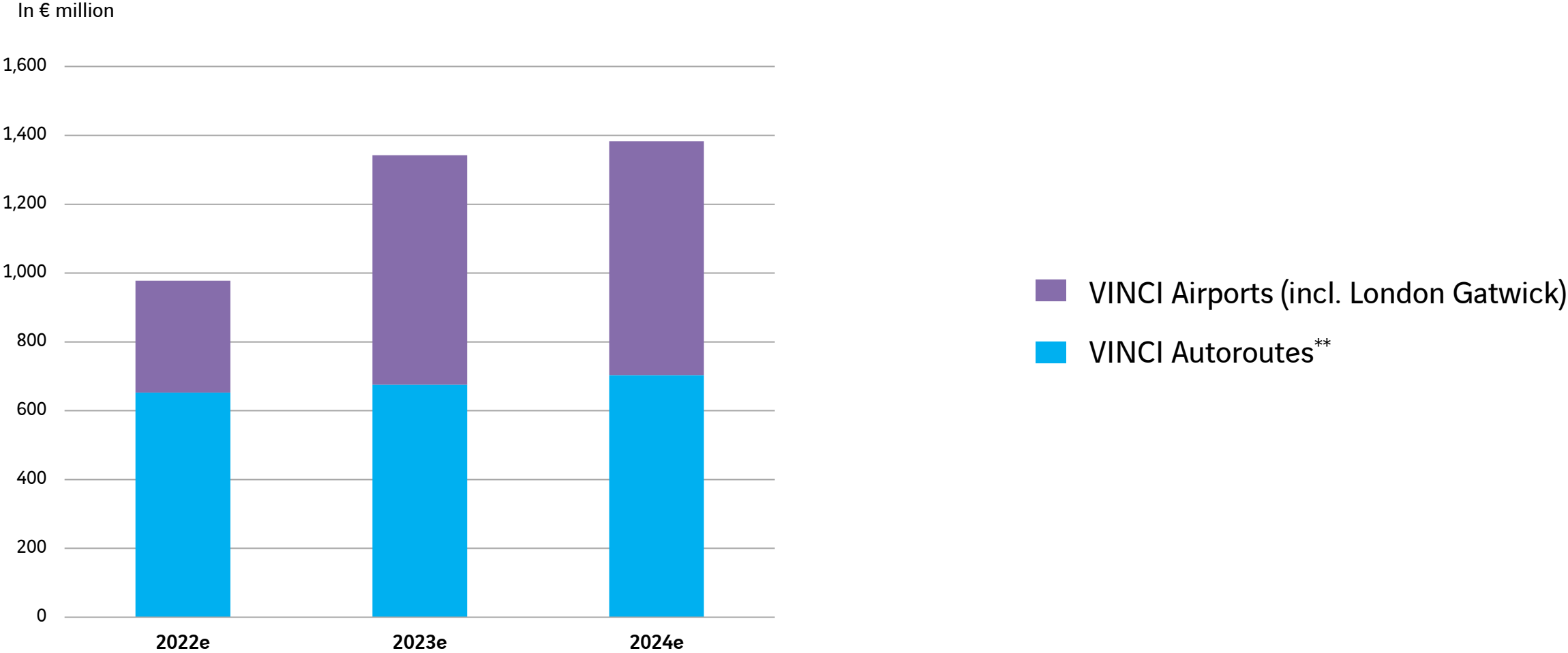
VINCI HIGHWAYS, VINCI RAILWAYS & MISC.

4%

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



XX % = % of the division's 2021 revenue



* As of 31 December 2021 and including fully consolidated assets only

** Excluding capex related to the Montpellier Western bypass

VINCI Autoroutes

A strategically located network



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

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		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)

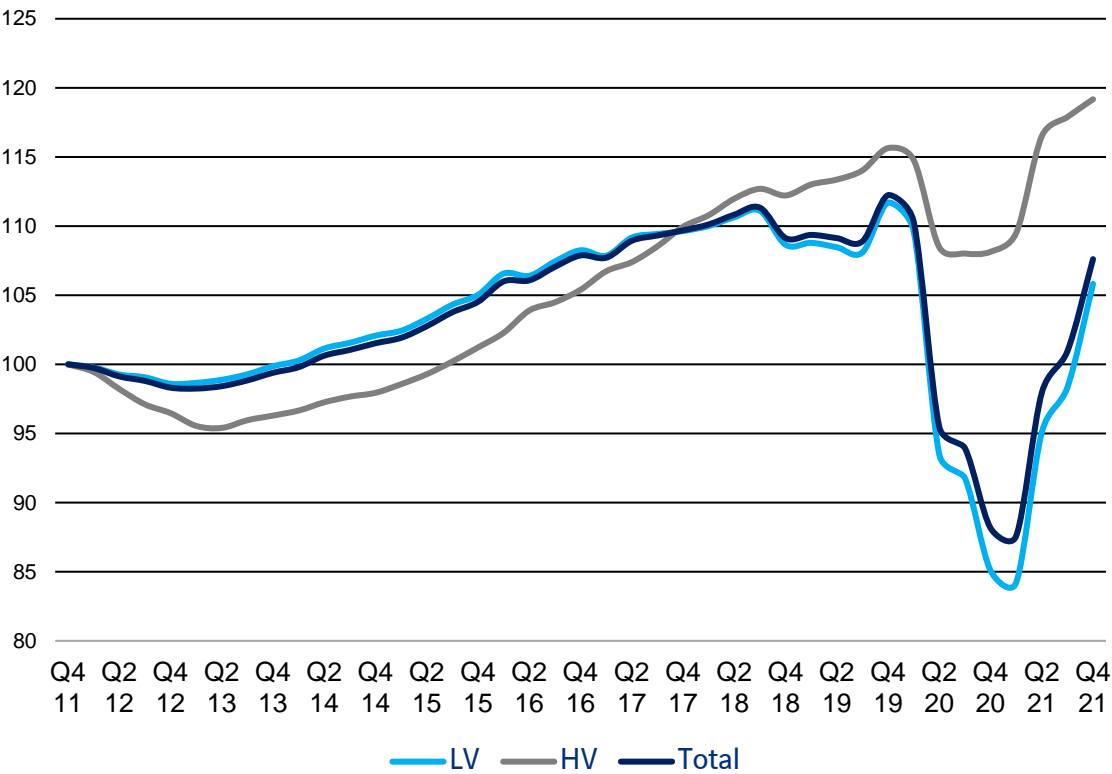
	ASF	Escota	Cofiroute Intercity Network
End of concession	2036	2032	2034
2022*	2.19%	2.05%	1.90%
2023	70% x i + 0.39% (2015 toll freeze)	70% x i + 0.25 % (2015 toll freeze)	70% x i + 0.10% (2015 toll freeze)
After 2023	70% x i **	70% x i	70% x i

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

* Applied on 1 February 2022

** Excluding Montpellier Western bypass

VINCI Autoroutes - Rolling twelve months traffic over 10 years



CAGR Q4 2021/
Q4 2011

HV +1.8%

Total +0.7%

LV +0.6%

FY 2021 VINCI Autoroutes traffic

Of which:

Total

Δ FY 2021/FY 2020
Δ FY 2021/FY 2019

+22.1%
-4.1%



Δ FY 2021/FY 2020
Δ FY 2021/FY 2019

+24.4%
-5.3%



Δ FY 2021/FY 2020
Δ FY 2021/FY 2019

+10.2%
+3.1%

Of which:

ASF

+22.7%
-3.6%

+25.4%
-4.8%

+10.0%
+3.6%

Escota

+19.6%
-4.3%

+20.5%
-5.0%

+12.2%
+2.1%

Cofiroute
(Intercity network)

+21.5%
-5.6%

+23.9%
-6.8%

+9.7%
+1.8%

Arcour

+28.0%
-2.4%

+31.0%
-3.1%

+12.9%
+1.9%

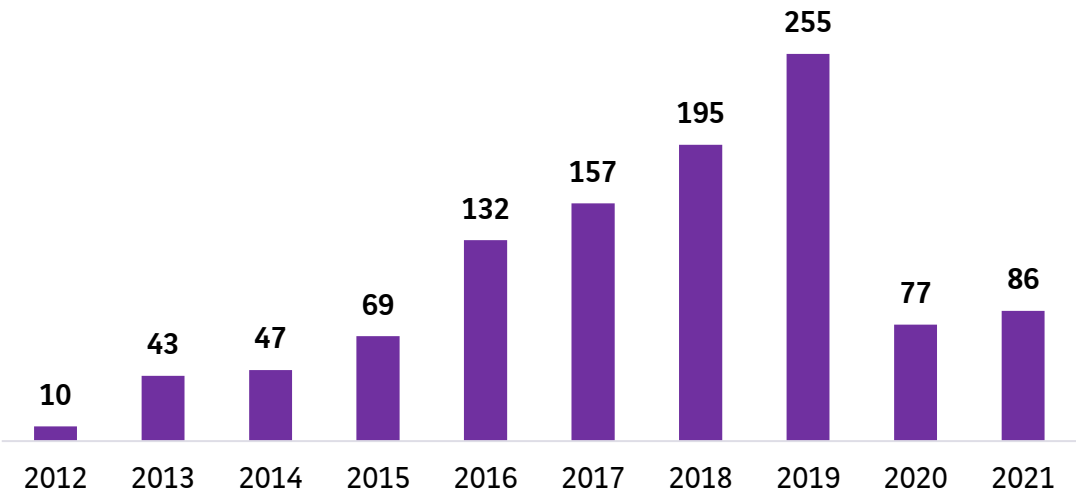
VINCI Airports

The most geographically diversified airport operator

53* platforms in 12 countries



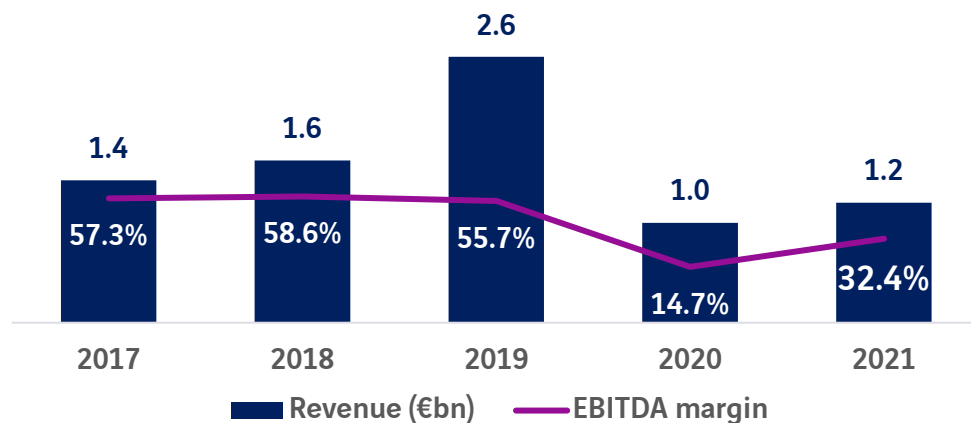
Passengers traffic¹ (millions of pax.)



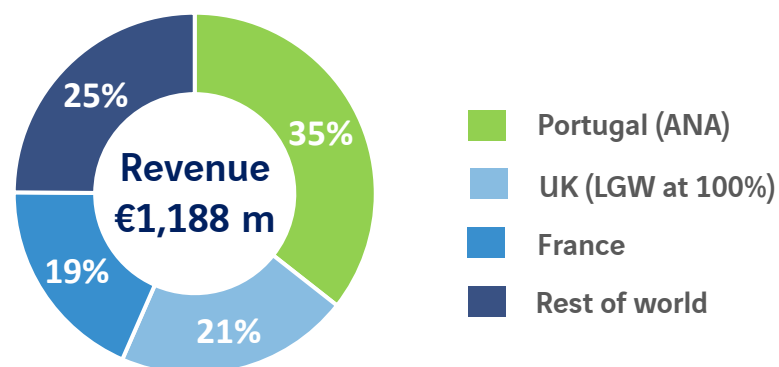
1 Data at 100% irrespective of percentage held
Data include airport passenger numbers on a full-year basis

* Including the 7 airports in the North Region of Brazil and Annecy Mont-Blanc airport (France), to be operated from 2022 (January 2022 for Annecy Mont-blanc and Manaus, February for the other 6 airports in the North Region of Brazil)

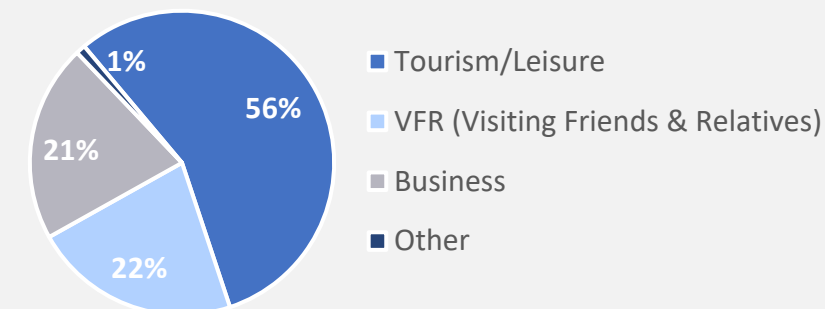
Revenue and Ebitda margin over the past 5 years



VINCI Airports 2021 revenue by country

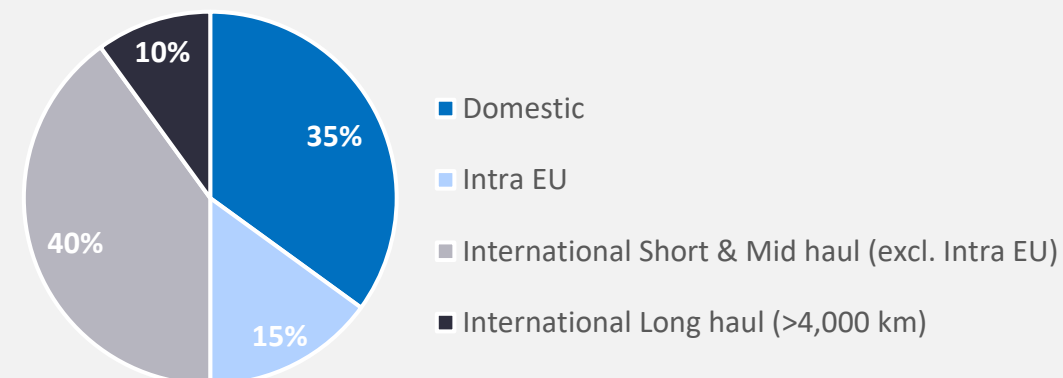


Traffic breakdown by segment* (FY 2019)



* 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	Aerodrom (Santo Domingo, Puerto Plata, Samana, La Isabela, Barahona, El Catay)	Concession	5.6	4.6	2030	100%	Yes	Full consolidation
Sweden	Stockholm Skavsta*	Freehold	2.3	0.6	-	90%	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 FY 2021 passenger traffic

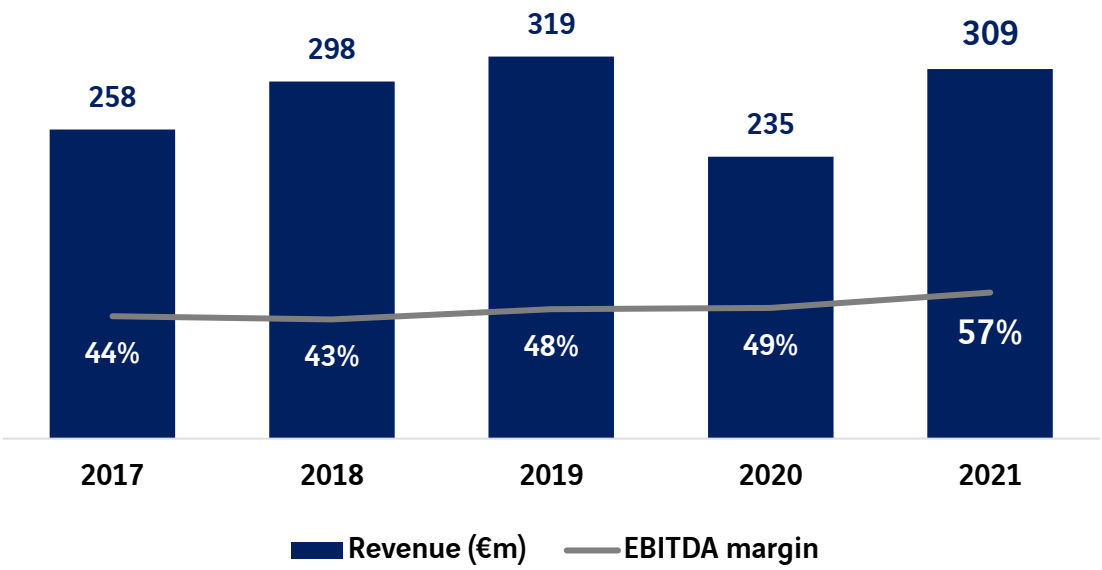


Passenger traffic (thousand pax)	Q4 2021			FY 2021			FY 2019
	2021	Change 2021/2020	Change 2021/2019	2021	Change 2021/2020	Change 2021/2019	2019
Portugal (ANA)	9,632	+217%	-27.2%	24,899	+38.6%	-57.9%	59,120
<i>o/w Lisbon</i>	5,061	+241%	-31.3%	12,149	+31.2%	-61.0%	31,173
United Kingdom	4,093	+340%	-64.8%	8,585	-27.9%	-83.8%	52,852
<i>o/w LGW</i>	3,137	+345%	-69.5%	6,255	-38.5%	-86.6%	46,568
France	2,859	+197%	-37.3%	8,286	+26.9%	-59.5%	20,452
<i>o/w ADL</i>	1,606	+202%	-40.2%	4,530	+27.1%	-61.5%	11,754
Cambodia	88	-24%	-96.9%	270	-87.6%	-97.7%	11,635
USA	2,297	+176%	-14.8%	6,989	+75.1%	-32.8%	10,407
Brazil	1,868	+46%	-12.3%	5,583	+43.2%	-28.3%	7,784
Serbia	850	+103%	-39.7%	3,286	+72.6%	-46.6%	6,159
Dominican Republic	1,350	+102%	-4.1%	4,648	+87.8%	-17.5%	5,632
Sweden	155	+48%	-70.4%	607	+6.8%	-73.4%	2,277
Total fully consolidated subsidiaries*	23,192	+178%	-42.6%	63,151	+22.8%	-64.2%	176,318
Japan (40%)	4,343	+18%	-65.9%	11,440	-27.8%	-77.9%	51,793
Chile (40%)	4,029	+145%	-31.7%	10,008	+17.4%	-59.4%	24,631
Costa Rica (45%)	262	+415%	0.0%	827	+72.3%	-32.4%	1,224
Rennes-Dinard (49%)	138	+193%	-30.4%	395	+43.7%	-58.3%	948
Total equity-accounted subsidiaries*	8,772	+61%	-54.1%	22,671	-9.8%	-71.2%	78,596
Total passengers managed by VINCI Airports*	31,964	+132%	-46.3%	85,822	+12.1%	-66.3%	254,914

* Data at 100%, irrespective of percentage held. 2019 figures including airport passenger numbers over the full period

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	201 km	2038	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	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	Matmut 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

Non-controlling stakes in concessions

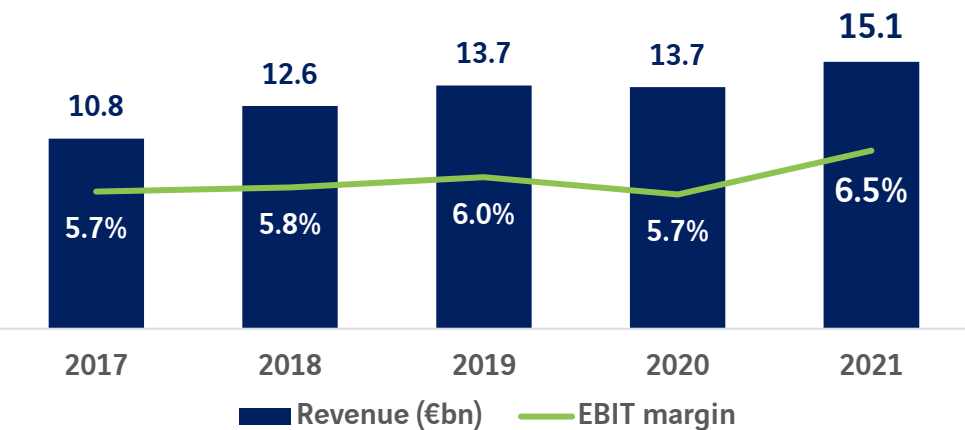
VINCI share, based on best estimates as of 31/12/2021

Projects consolidated under the equity method

In € millions	Equity committed	Equity invested at 31/12/2021	Equity to be invested
LISEA	258	258	0
Kansai Airports (Japan)	253	253	0
Santiago Airport (Chile)	193	191	2
VIA 40 (Colombia)	125	62	63
Germany: A4, A5, A9 and B247 motorways, VNI	123	100	23
Russia: MSP (1&2, 7&8), UTS	122	114	8
Greece: Corinth-Patras, Maliakos-Kleidi	88	88	0
France: Prado Carenage & Prado Sud tunnels, Allianz Riviera and Bordeaux Atlantique stadiums, GSM-Rail and BAMEO	80	80	0
Slovakia: Expressway R1	75	75	0
Portugal: Lusoponte, LFP	66	66	0
USA: Ohio River Bridge, TollPlus	41	41	0
UK: Hounslow, Isle of Wight and Newport Southern crossing	26	26	0
Czech Republic: D4 motorway	26	0	26
Canada: Regina bypass	15	15	0
Total	1,490	1,369	122

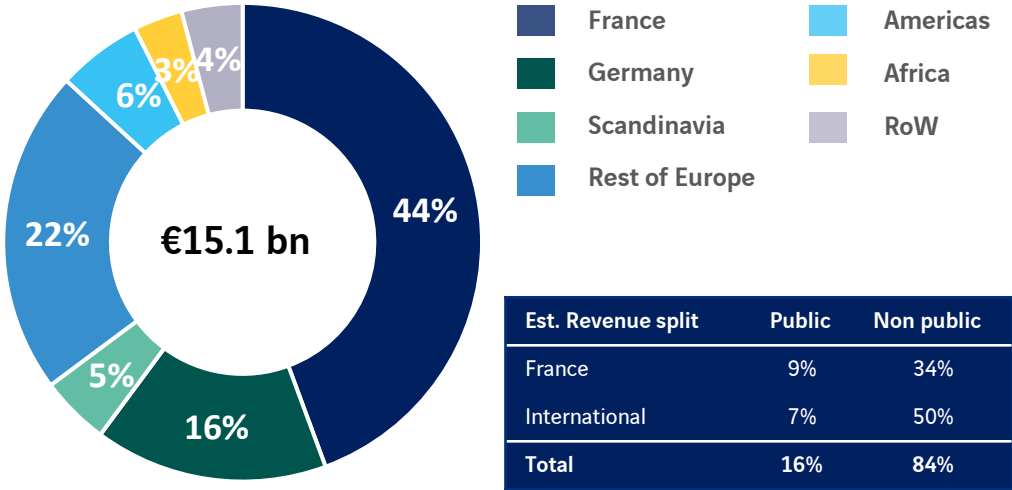
Energy & Construction

Revenue and Ebit margin over the past 5 years



1,800
Business Units

2021 revenue by geographical area



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

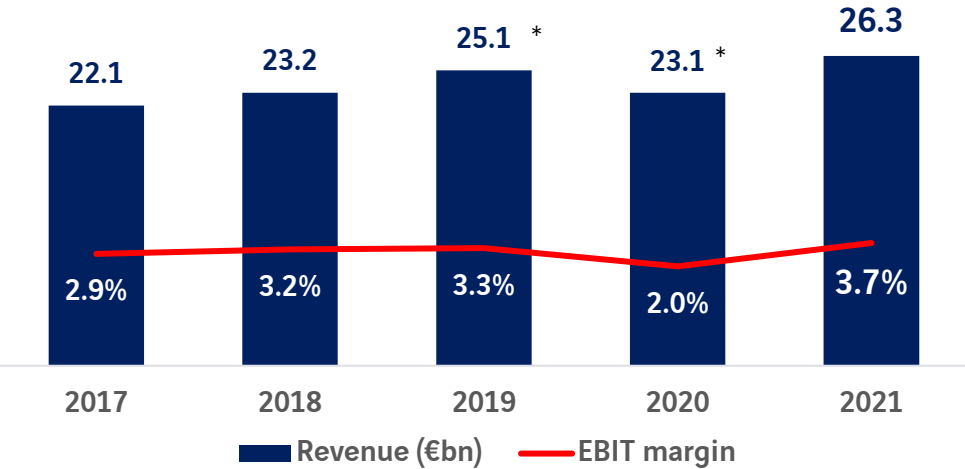
18%

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



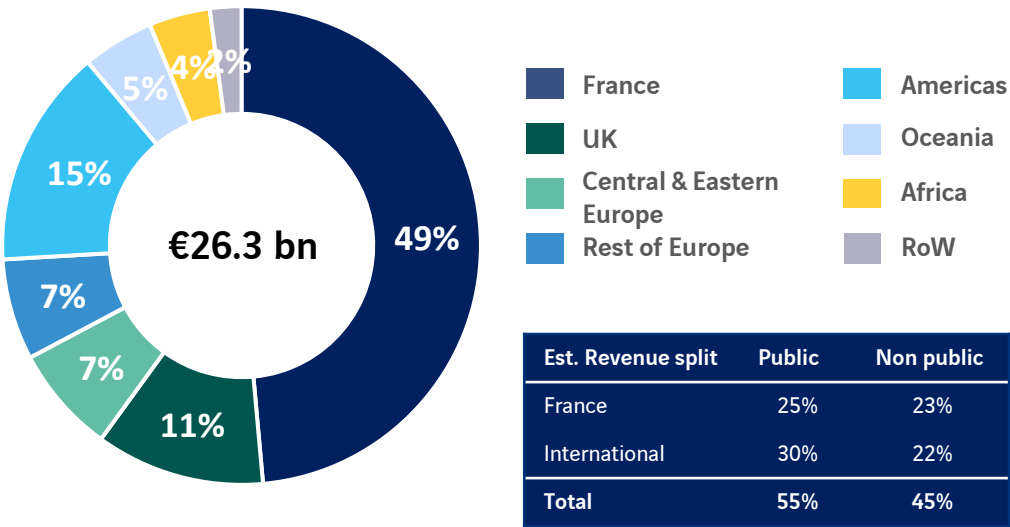
* In addition to its construction activities, VINCI Construction includes Eurovia since January 2021

Revenue and Ebit margin over the past 5 years



1,300
Business Units

2021 revenue by geographical area



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

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

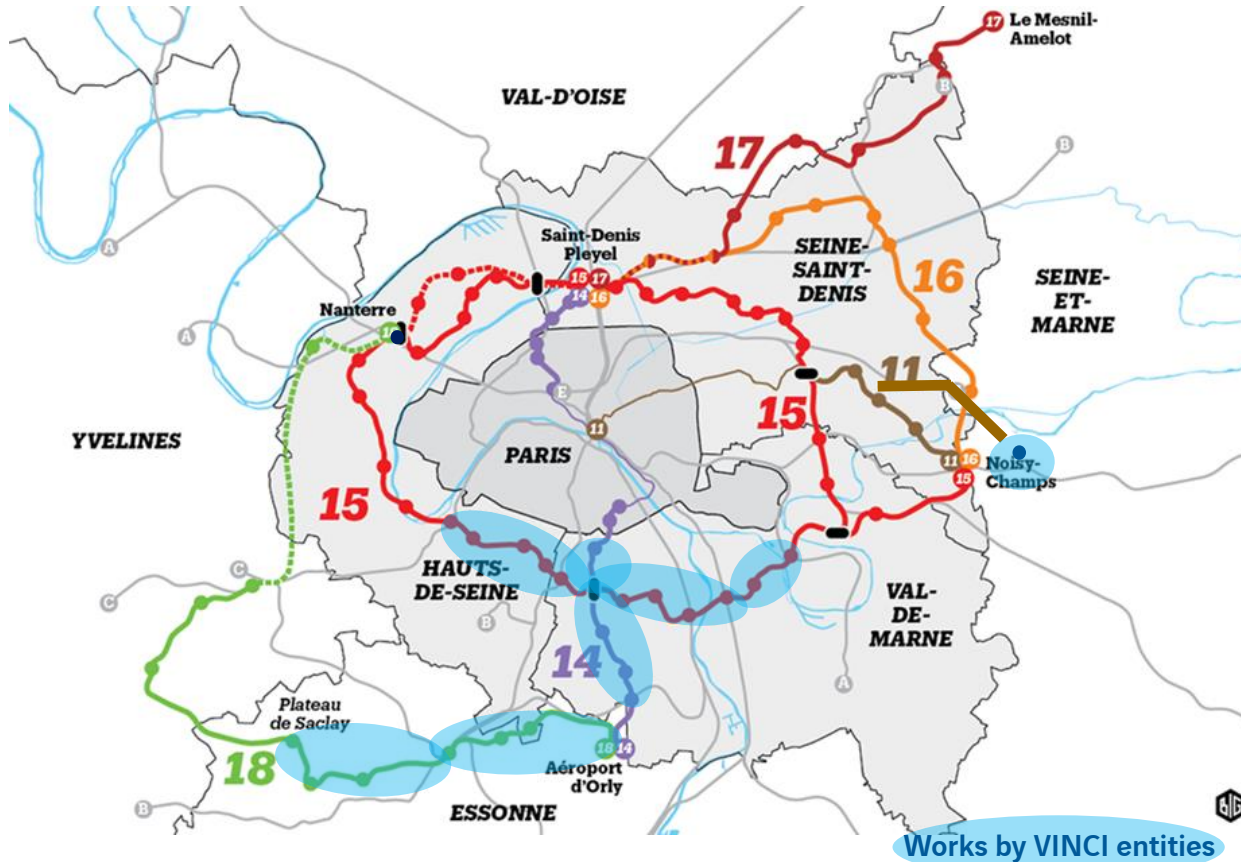
6%

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

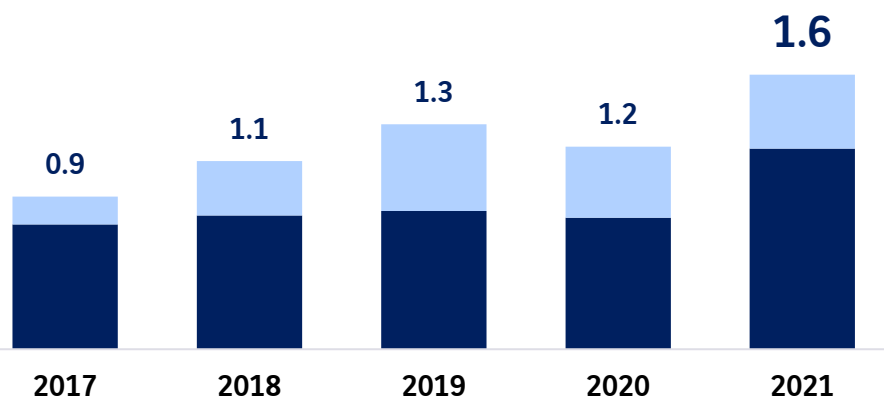
Expected completion in **2030**

* 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



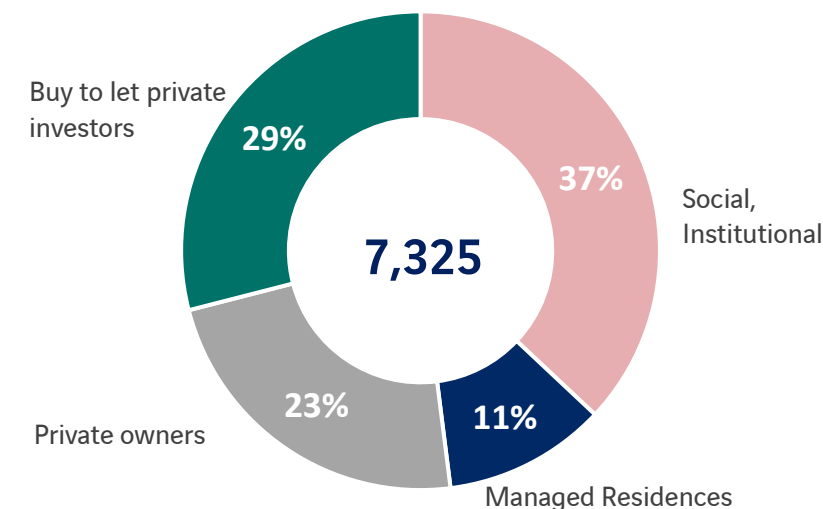
Revenue - non residential (€bn)

Revenue - residential (€bn)

€2.0 bn
2021 managed revenue*

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

2021 reservations by destination



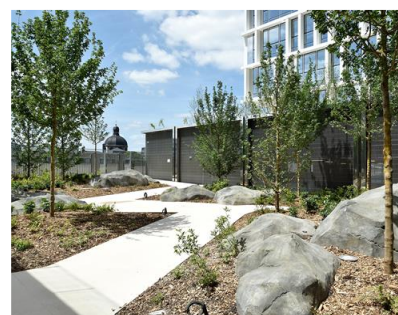
Residential Real Estate

Housing / Managed residences **73%**



Non-residential Real Estate

Offices **20%**



Stores **1%**



Hotels **3%**



Services

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



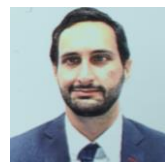
XX% = % of the division's 2021 revenue

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

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May 2022

VINCI Autoroutes and VINCI Airports traffic in April 2022

15

June 2022

VINCI Autoroutes and VINCI Airports traffic in May 2022

19

July 2022

Q2 2022 VINCI Airports passenger numbers

29

July 2022

H1 2022 results publication