

2021 first half results

30 July 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.





Manaus Airport









H1 2021 highlights

Xavier Huillard, Chairman and CEO



Sharp upturn in revenue and results – return to normal in most business lines



- **VINCI Energies and VINCI Construction:** revenue and earnings in excess of 2019 levels



- **VINCI Autoroutes:** traffic upturn since early May following the easing of restrictions in France



- **VINCI Airports:** trends varying between countries, overall passenger numbers still substantially down on levels seen before the Covid-19 crisis



Significantly higher net income and free cash flow

Reduction in net financial debt - high liquidity



Record order book



2021 guidance raised for VINCI Energies and VINCI Construction



Interim dividend: €0.65 per share

Data in € million (unless otherwise specified)

Revenue

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

22,607

+22%
+4%

Ebit

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

1,598

+1,332
-690

Ebitda*

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

3,132

+1,329
-493

Free cash flow

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

381

+563
+65

Net Income (before non recurring changes in deferred tax in the UK)

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

877

+1,121
-482

Net Income

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

682

+976
-677

Net income/share (€)

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

1.19

+1.72
-1.24

Net financial debt

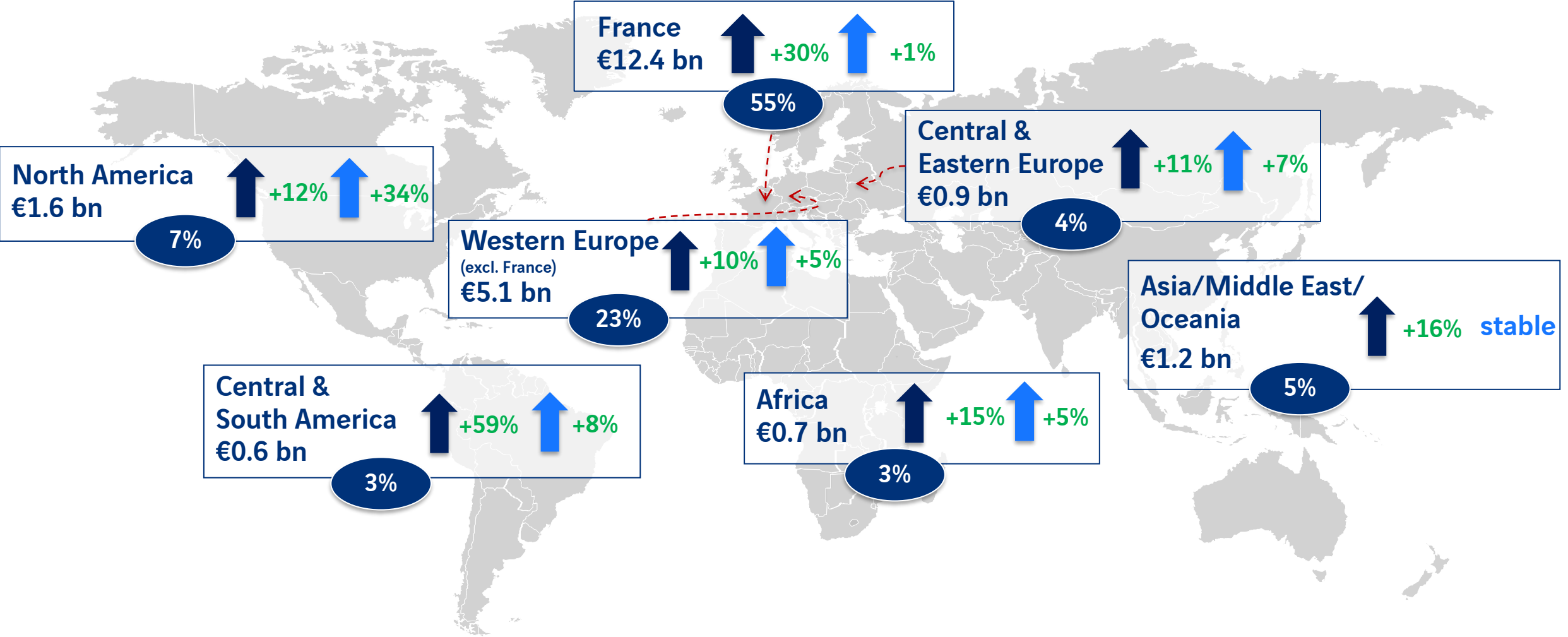
Δ since 30 June 2020
Δ since 30 June 2019

(18,597)

+3,545
+5,643

* Cash flow from operation before tax and financing costs.

International: 45% of H1 2021 revenue



↑ H1 2021/H1 2020 change
↑ H1 2021/H1 2019 change

X% Contribution to H1 2021 revenue

Key takeaways

- **Traffic upturn of 28.6% in H1 2021 vs H1 2020** (LV +31.7%; HV +16.2%)
- **Traffic still below H1 2019**
 - ✓ Buoyant HV traffic supported by firm economic activity in France and growth in e-commerce
 - ✓ LV traffic still hampered by travel restrictions in H1 21
- **Rapid traffic recovery from beginning of May 2021** following the easing of travel restrictions in France, currently to a higher level than in 2019

Revenue

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€2.4 bn
+26%
-8%

Ebitda

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€1.8 bn
+€482 m
-€198 m

Ebitda/Revenue

75.4%
vs 69.9% in H1 20
vs 76.8% in H1 19

Total traffic change

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

+28.6%
-13.7%



+31.7%
-16.5%



+16.2%
+2.0%

Key takeaways

- Airports passenger numbers still hampered by the Covid-19 pandemic
- Trends varied between geographic regions:
 - ✓ Traffic back to normal levels in the USA, Dominican Republic and Costa Rica
 - ✓ Passenger numbers still well below pre-Covid levels in Europe despite a positive inflexion in June in Portugal, France and Serbia
 - ✓ Numbers remained very low at London Gatwick, in Japan and in Cambodia

Revenue

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€371 m

-37%
-65%

Ebitda

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€(3) m

-€144 m
-€611 m

Ebitda/Revenue

(0.9%)

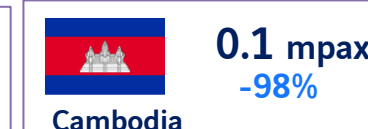
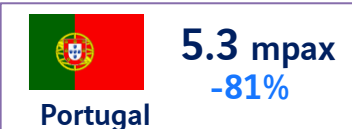
vs 23.7% in H1 20
vs 56.8% in H1 19

VINCI Airports passenger traffic* in H1 2021 (vs H1 2019)

Total

24.0 mpax*
-81% vs H1 19

of
which :

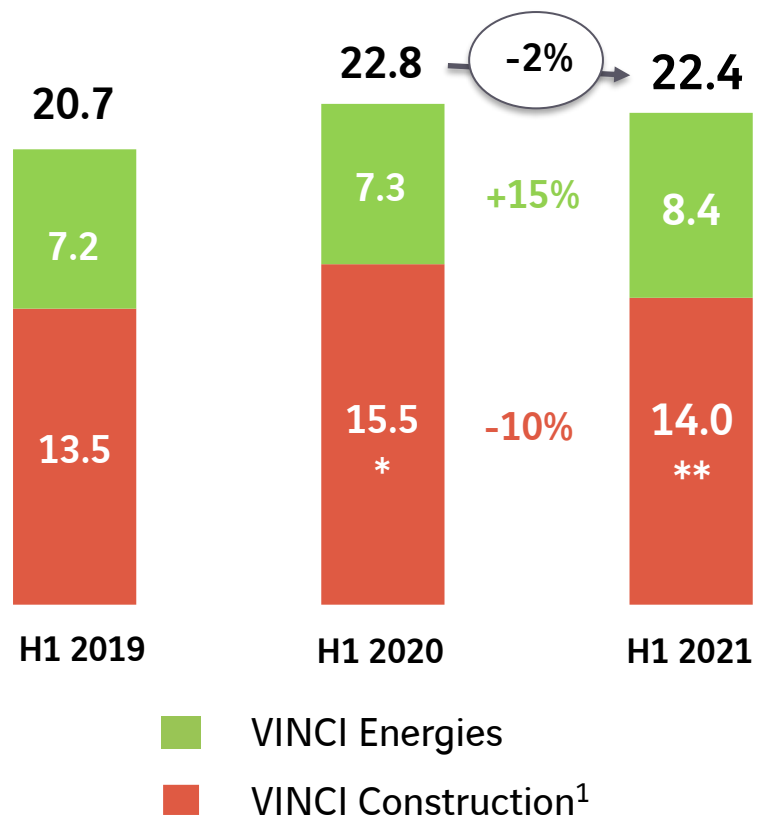


* Data at 100%, irrespective of percentage held. 2019 figures including airport passenger numbers over the full period

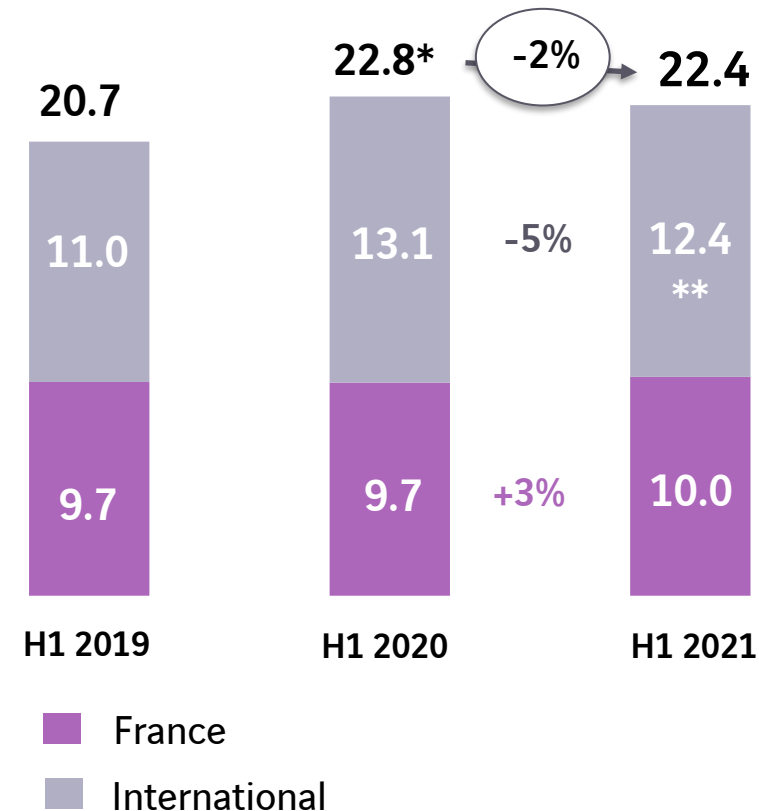
Robust order intake despite high comparison base

Several large contracts won in H1 2021 and positive inflexion on small- and medium-size projects in France

By business lines (in € billion)



By geographical area (in € billion)



1. In addition to its construction activities, VINCI Construction now includes Eurovia.

* Including works packages N1 and N2 of High Speed 2 (UK) for around €3 bn, The Link – Total Energies's future head office in Paris La Défense, package 1 of Grand Paris Express Line 18

** Including the Femern contract for around €1 bn

Key takeaways

- **Revenue significantly up vs H1 2019**
 - ✓ Robust economic environment and, to a lesser extent, positive impact of external growth
 - ✓ Around 20 bolt-on acquisitions year-to-date (annual revenue of around €100 m)
 - ✓ France revenue up 12%
 - ✓ International revenue up 13% : increase in Europe, North America, Africa and Asia-Oceania. Decrease in Brasil and the Middle East

- **Ebit margin at 6.0%, above H1 2019 level**

Revenue

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€7.2 bn

+17%
+12%

Ebit

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€428 m

+€241 m
+€50 m

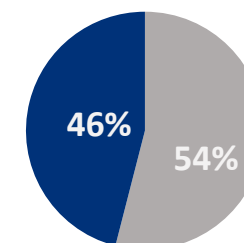
Ebit/Revenue

6.0%

vs 3.0% in H1 20
vs 5.9% in H1 19

Revenue change vs H1 19 and split by geographical area

France
+12%



International
+13%

Key takeaways

■ Revenue rebound vs H1 2019

- ✓ **France:** revenue -2%, but +32% vs H1 2020

Firm business levels in public works and civil engineering – supported by Grand Paris Express projects – and in road and rail works as well as earthworks

In the building sector, business levels were driven by several major developments in the Paris region

- ✓ **International:** revenue up 19%

Ramp-up of several large contracts obtained recently, including 2 works packages on the HS2 high-speed rail line in the UK

■ Ebit margin at 1.8%, above H1 2019 level of 0.5%

Revenue

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€**12.2** bn
+27%
+7%

Ebit

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€**213** m^{**}
+€654 m
+€159 m

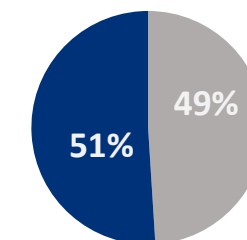
Ebit/Revenue

1.8%^{**}
vs (4.6%) in H1 20
vs 0.5% in H1 19

^{**} Not representative of full-year performance due to seasonal effects

Revenue change vs H1 19 and split by geographical area

France
-2%



International
+19%

Key takeaways

- Consolidated revenue up 44% vs H1 2019 excluding Urbat Promotion (integration in January 2021)
 - ✓ Strong production levels, in particular for non-residential programmes launched previously
- Housing units reservations in France up 10% to 3,281 units vs H1 2019, thanks to the integration of Urbat Promotion
(close to H1 2019 level excluding this effect)
- Robust demand, but the persistent lengthening of periods for obtaining building permits is weighing on the trend

Revenue

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€**742** m
+70%
+58%

ROI*

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

€**21** m
+€50 m
+€9 m

Housing units reservations

Δ H1 2021/H1 2020
Δ H1 2021/H1 2019

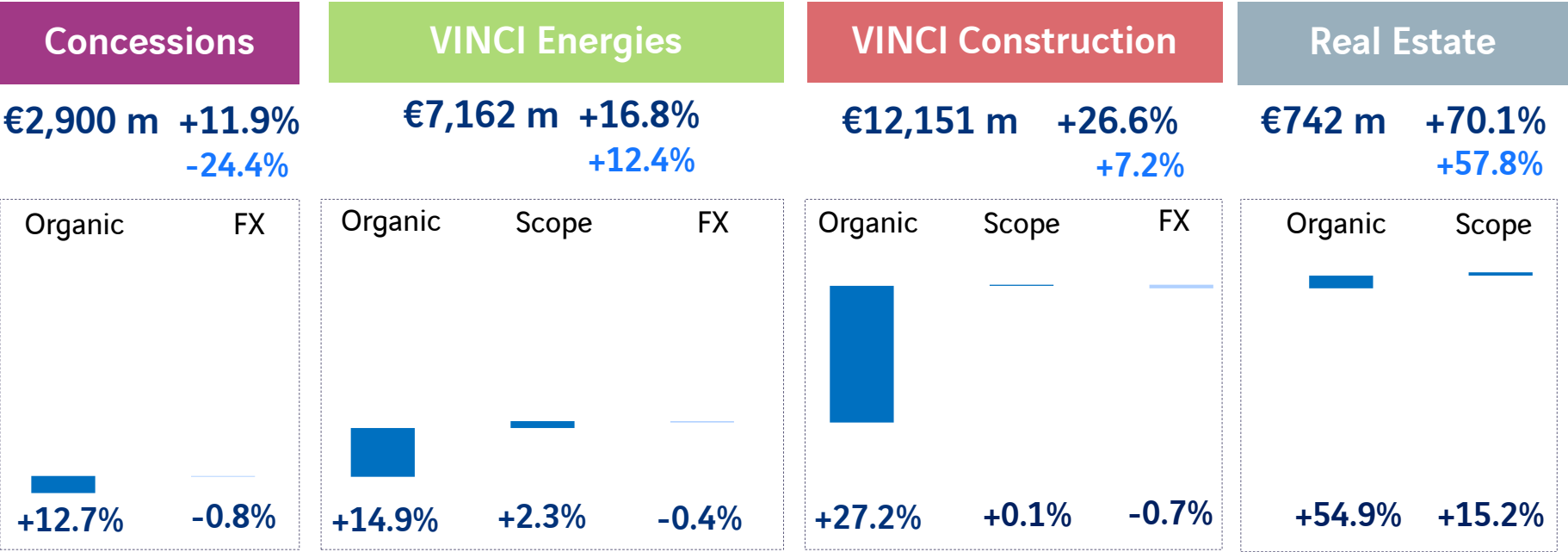
3,281
+81%
+10%

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

H1 2021 financial data

Christian Labeyrie, Executive Vice-President and CFO

H1 2021 consolidated revenue evolution by division vs H1 2020



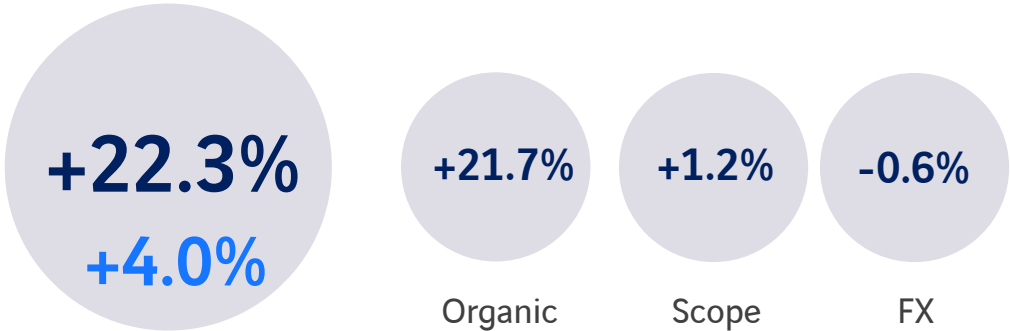
€18,493 m



H1 2020

vs H1 2020
vs H1 2019

Total VINCI Group revenue change

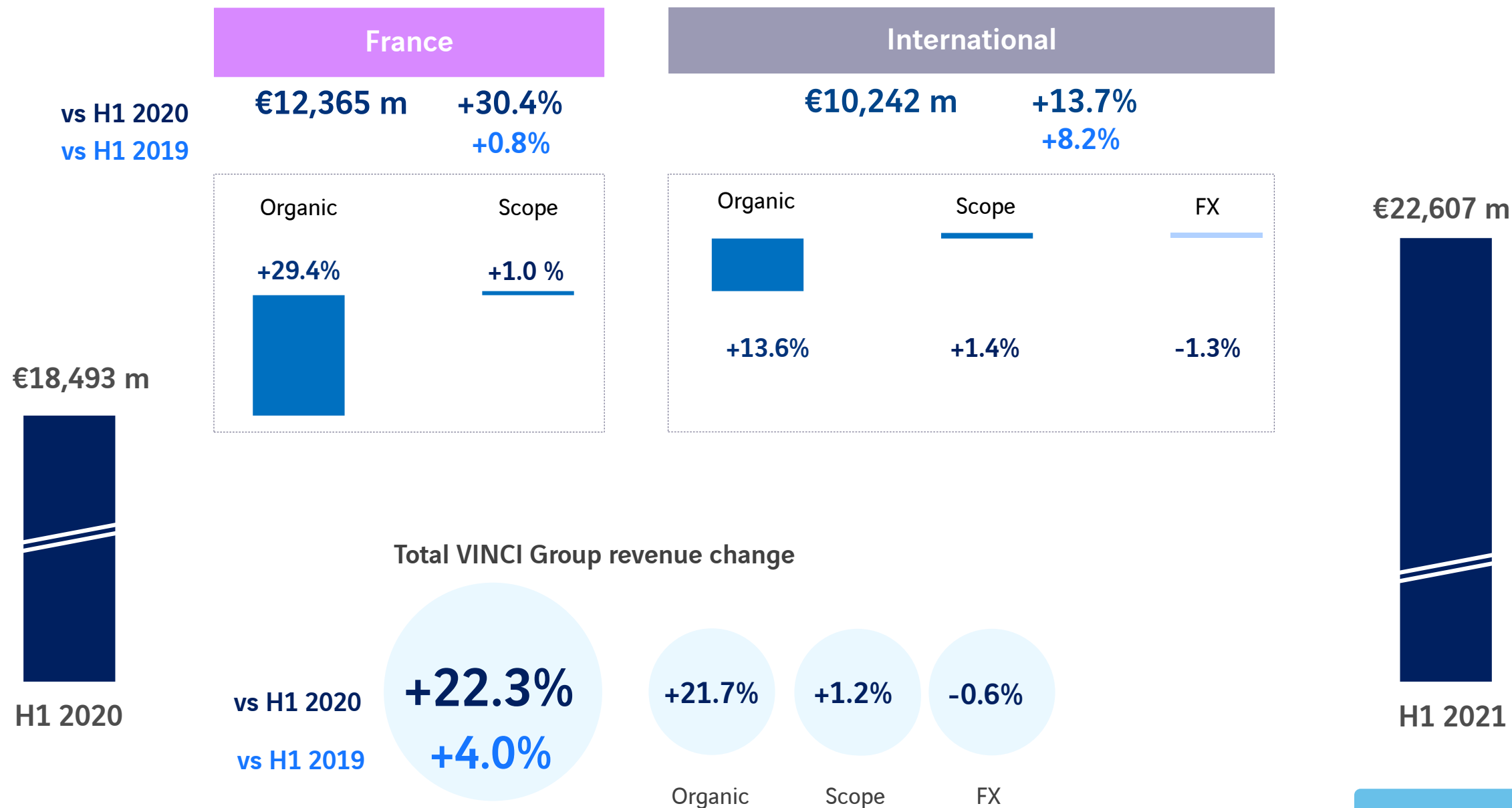


€22,607 m



H1 2021

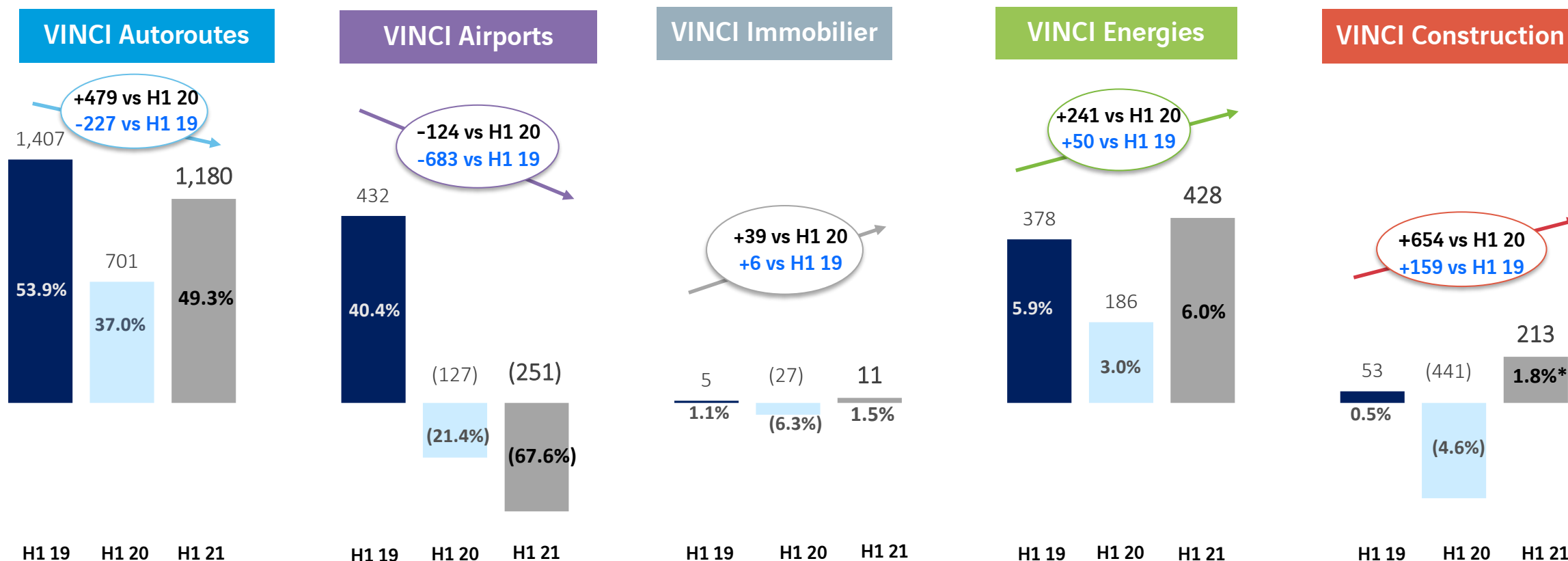
H1 2021 consolidated revenue change by geographical area vs H1 2020



Operating income from ordinary activities (Ebit)

VINCI Ebit: €1,598 million, strongly up vs H1 2020 (+€1,332 m), but still down vs H1 2019 (-€690 m)

Ebit margin: 7.1%



Income statement

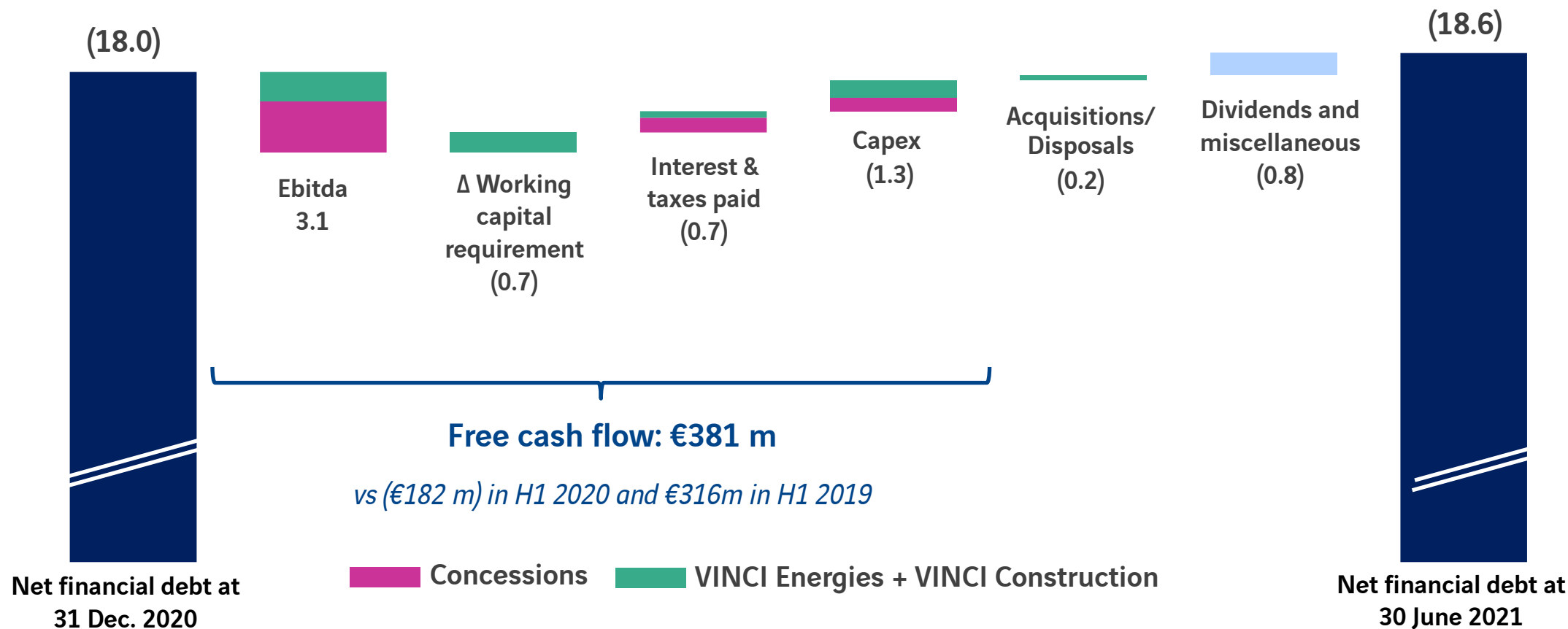
<i>(in € million)</i>	H1 2021	H1 2020	H1 2019	Δ 2021/2020	Δ 2021/2019	FY 2020
Operating income from ordinary activities (Ebit)	1,598	267	2,289	+1,332	-690	2,859
<i>% of revenue</i>	<i>7.1%</i>	<i>1.4%</i>	<i>10.5%</i>			<i>6.6%</i>
Share-based payment expense (IFRS 2)	(115)	(90)	(100)			(240)
Profit/loss of equity-accounted cos. & miscellaneous	(15)	(59)	153			(108)
Recurring operating income	1,467	118	2,341	+1,349	-874	2,511
Non-recurring operating items	0	(119)	7			(52)
Operating income	1,467	(0)	2,348	+1,468	-881	2,459
Financial income/(expense)	(302)	(311)	(302)			(636)
Income tax	(798)*	(107)*	(635)			(807)*
Non-controlling interests	314	124	(52)			226
Net income attributable to owners of the parent	682	(294)	1,359	+976	-677	1,242
Diluted earnings per share <i>(in €)</i>	1.19	(0.53)	2.43	+1.72	-1.24	2.20
Net income attributable to owners of the parent before non recurring changes in deferred tax	877**	(244)**	1,359	+1,121	-482	1,292**
Diluted earnings per share excluding this effect <i>(in €)</i>	1.53	(0.44)	2.43	+1.97	-0.90	2.29

* Including non-recurring changes in deferred tax in the UK (negative impacts of €386 m in H1 2021 and €100 m in H1 2020 and over FY 2020)

** Negative impacts of the non-recurring changes in deferred tax in the UK on the net income amounted to €195 m in H1 2021 and €50 m in H1 2020 and over FY 2020

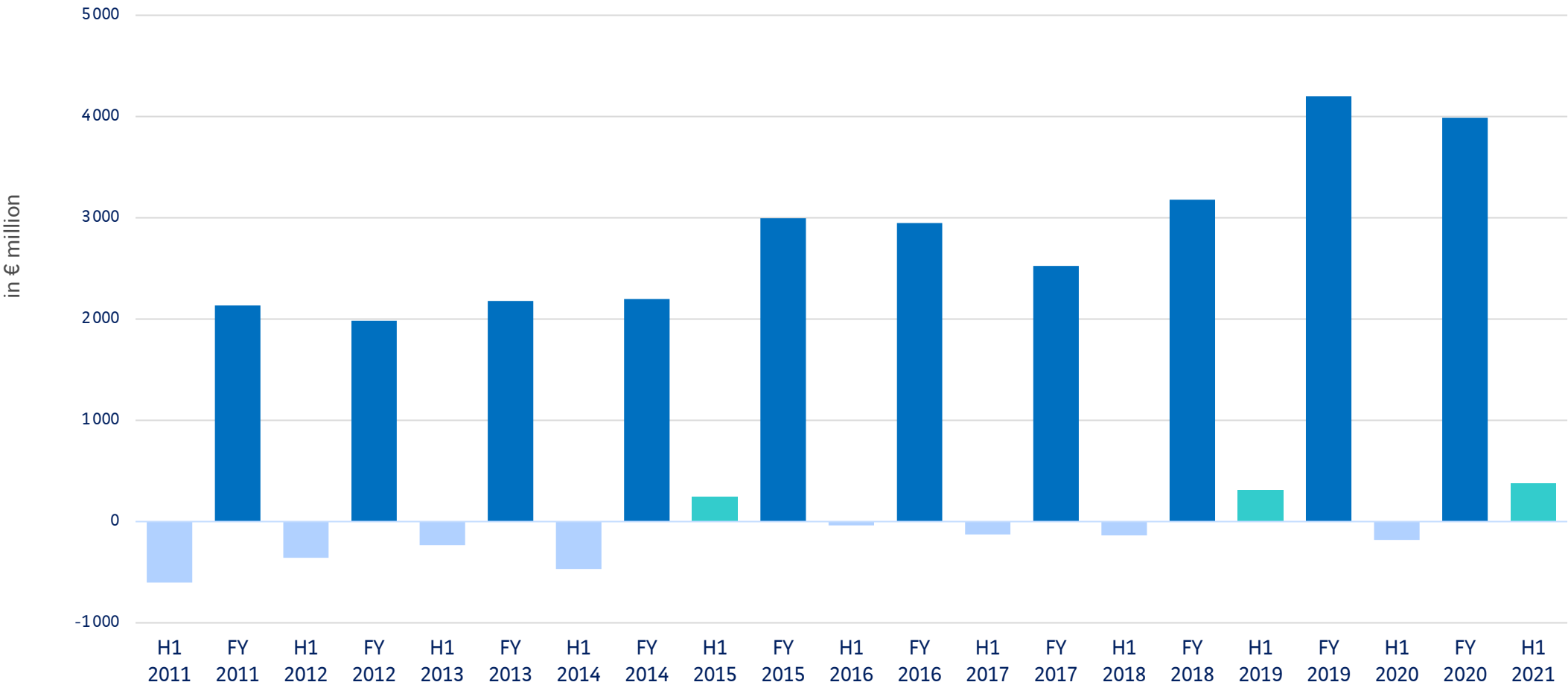
Change in net financial debt during H1 2021

(in € billions)



<i>Reminder H1 2020</i>	1.8	0.5	(1.1)	(1.4)	(0.1)	(0.1)	(22.1) at 30 Jun. 2020
<i>H1 2019</i>	3.6	(1.4)	(0.7)	(1.3)	(8.0)	(1.0)	(24.2) at 30 Jun. 2019
<i>FY 2020</i>	5.9	2.3	(1.6)	(2.7)	(0.4)	(0.1)	(18.0) at 31 Dec. 2020

VINCI free cash flow generation since 2011

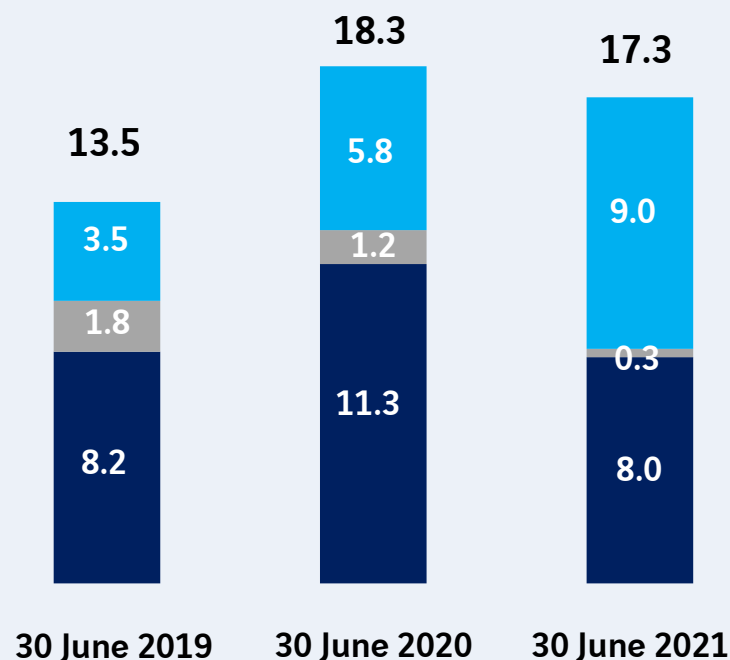


Full-year FCF Negative H1 FCF Positive H1 FCF

Consolidated balance sheet

<i>(in € million)</i>	30 Jun. 2021	31 Dec. 2020	30 Jun. 2020
Non-current assets – concessions	40,527	40,879	41,355
Non-current assets – contracting and other	14,423	14,212	13,973
WCR, provisions and other current assets & liabilities	(7,946)	(8,833)	(6,403)
Capital employed	47,004	46,258	48,925
Equity	(23,232)	(23,024)	(20,919)
Lease debt	(1,954)	(1,907)	(1,828)
Non-current provisions and misc. long-term liabilities	(3,221)	(3,337)	(4,036)
Long-term resources	(28,407)	(28,268)	(26,783)
Gross financial debt	(27,580)	(27,942)	(27,932)
Net cash managed	8,983	9,953	5,790
Net financial debt	(18,597)	(17,989)	(22,142)

High level of liquidity



Data in € billion

- Net cash managed
- Commercial paper*
- Unused confirmed bank credit facility

Strong credit rating

S&P

A-

Outlook stable

Affirmed for VINCI SA, ASF and Cofiroute in June 2021

Moody's

A3

Outlook stable

Affirmed for VINCI SA and ASF in April 2021

Debt refinancing in excellent market conditions

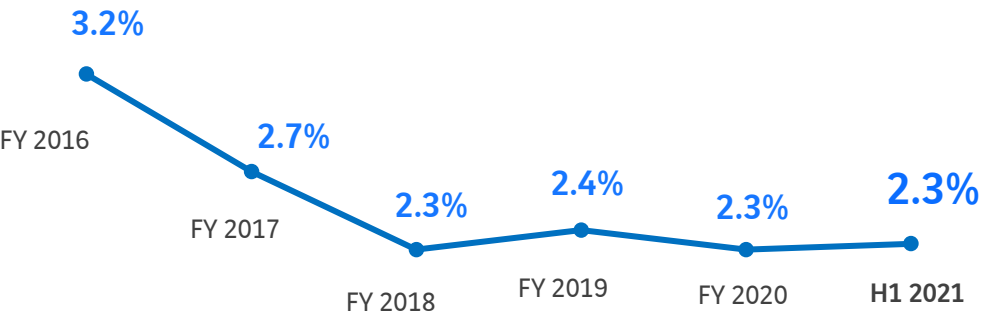
In June 2021, VINCI issued a €750 m bond due to mature in January 2032 and carrying an annual coupon of 0.5%

In April 2021, Gatwick Airport Finance plc issued a £450 m bond due to mature in 2026 and carrying an annual coupon of 4.375%

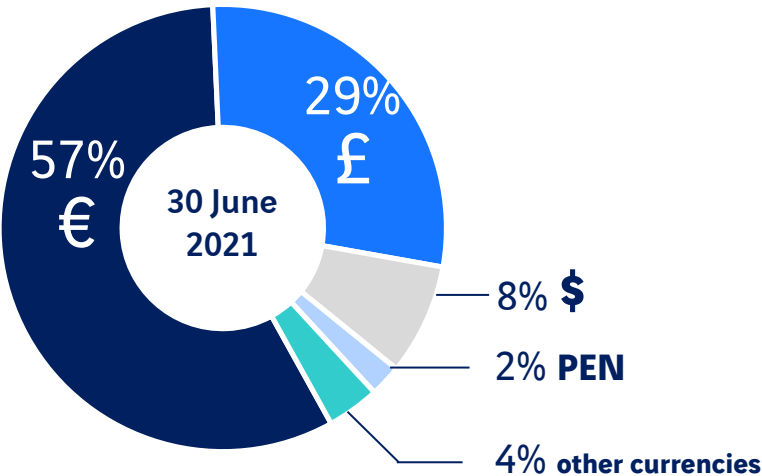
At the same time, Gatwick Funding Limited issued a £300 m bond due to mature in 2032 and carrying an annual coupon of 2.5%

* Due to its strong free cash flow and solid cash position, the Group has decided not to renew its CP program

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



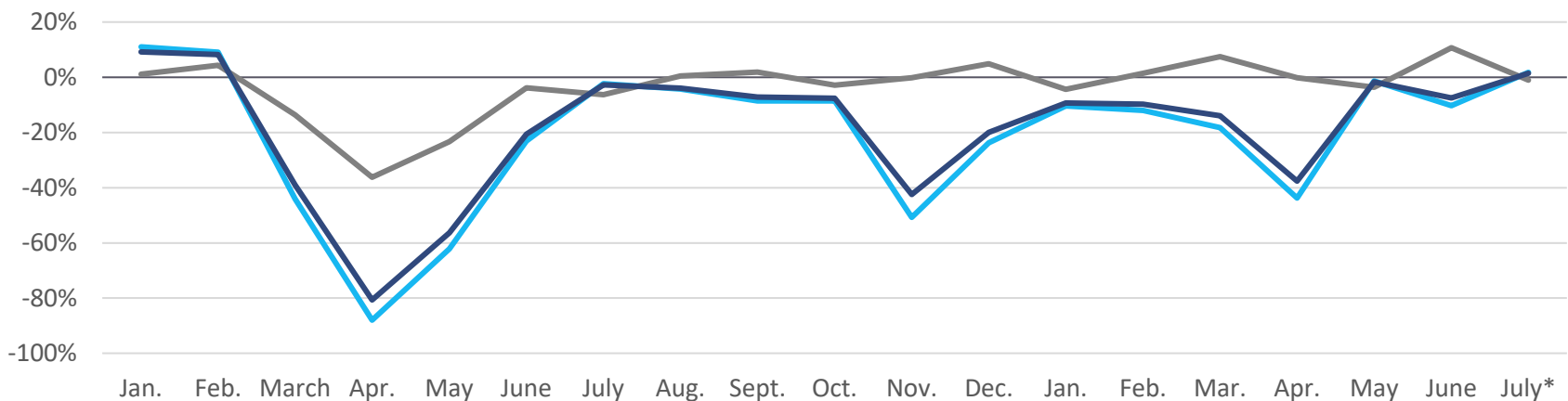
Breakdown of debt by currency



Outlook and strategy

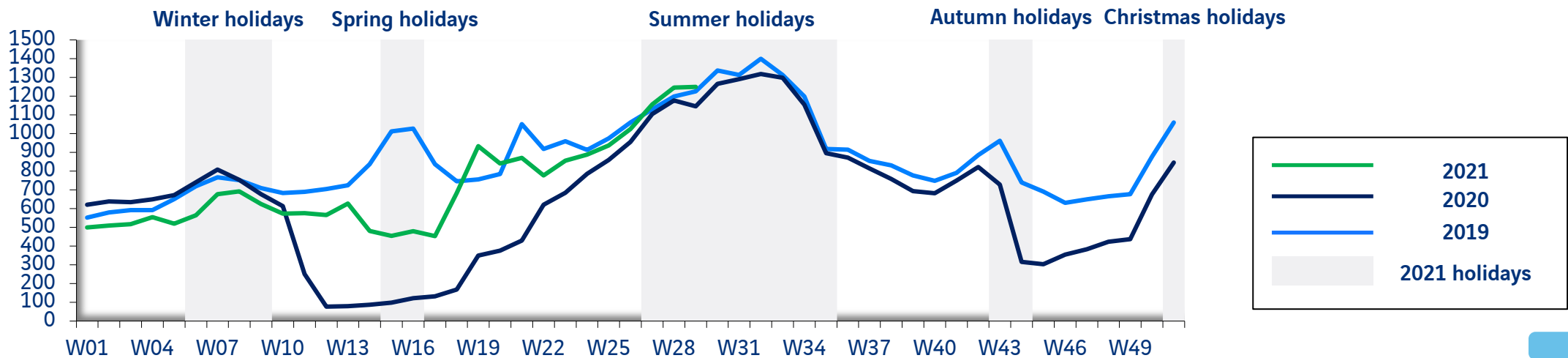
Xavier Huillard, Chairman and CEO

Change in VINCI Autoroutes monthly traffic levels in 2020 and 2021 (vs. 2019)

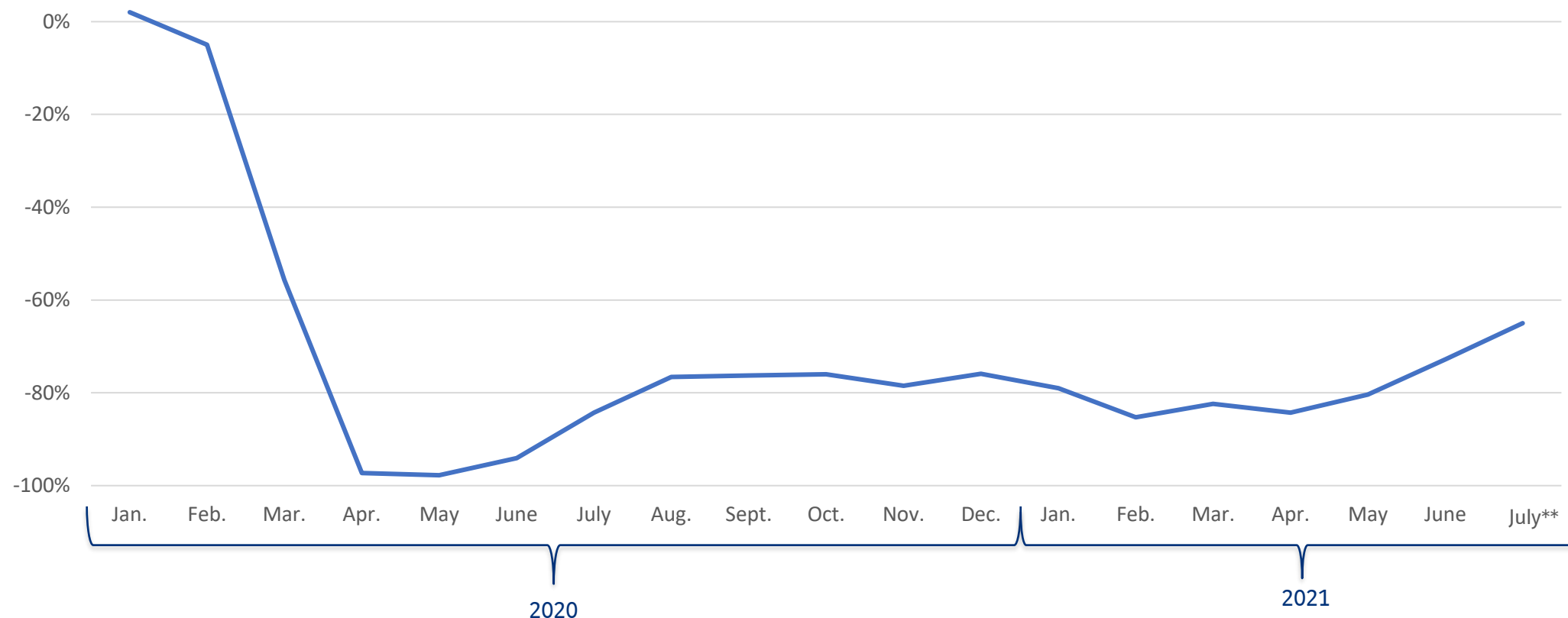


***From 1 July to 25 July 2021,
traffic levels up 1.5%
(vs the comparable period of 2019)**

LV weekly traffic (millions of km travelled)



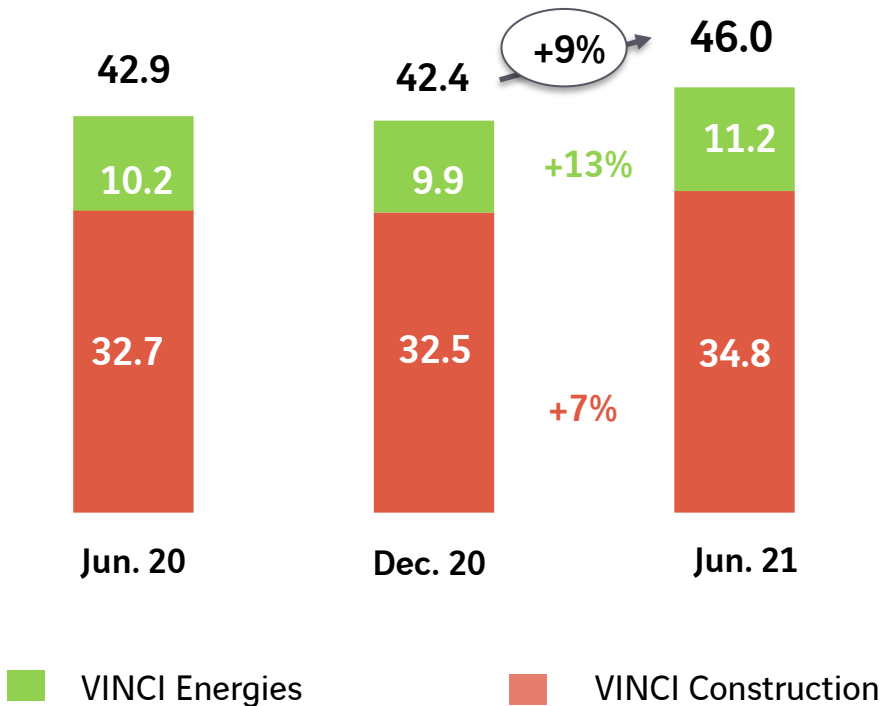
Change in VINCI Airports monthly passenger numbers* in 2020 and 2021 (vs. 2019)



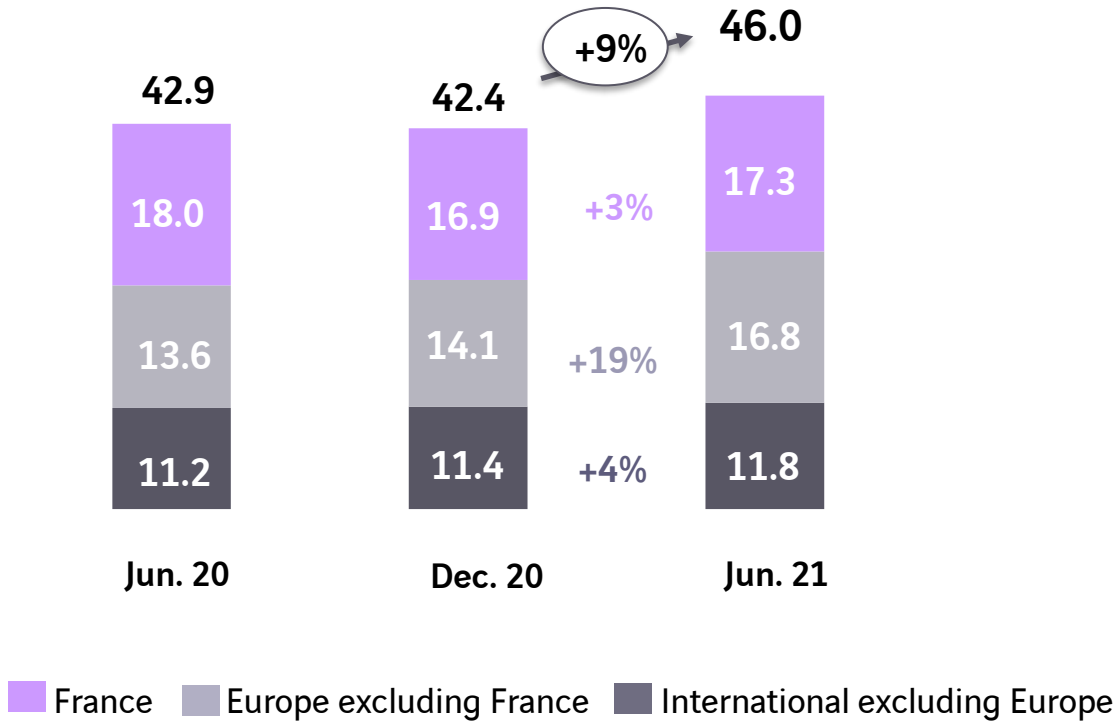
**** From 1 July to 25 July 2021, traffic levels down 65% (vs the comparable period of 2019)**

Order book up ; International accounts for 62%

Breakdown by business lines (in € bn)



Breakdown by geographical area (in € bn)



VINCI Energies

Guidance raised*

Revenue and operating margin in excess of 2019 level

VINCI Construction

Guidance raised*

Revenue and operating margin in excess of 2019 level

Concessions

Business levels continue to depend on measures taken in response to the Covid-19 situation in France and abroad, and on the resulting travel restrictions

Given the continuing uncertainty as to how the pandemic may develop, it is still not possible at this stage to offer reliable forecasts regarding **VINCI Airports** passenger numbers for the next few quarters

VINCI Autoroutes traffic recovery is expected to continue, barring the implementation of new travel restrictions in France

Given these uncertainties and the weight of the Concessions business on the Group's overall performance, VINCI cannot provide reliable earnings forecasts for 2021

Earnings will not recover to 2019 levels in 2021

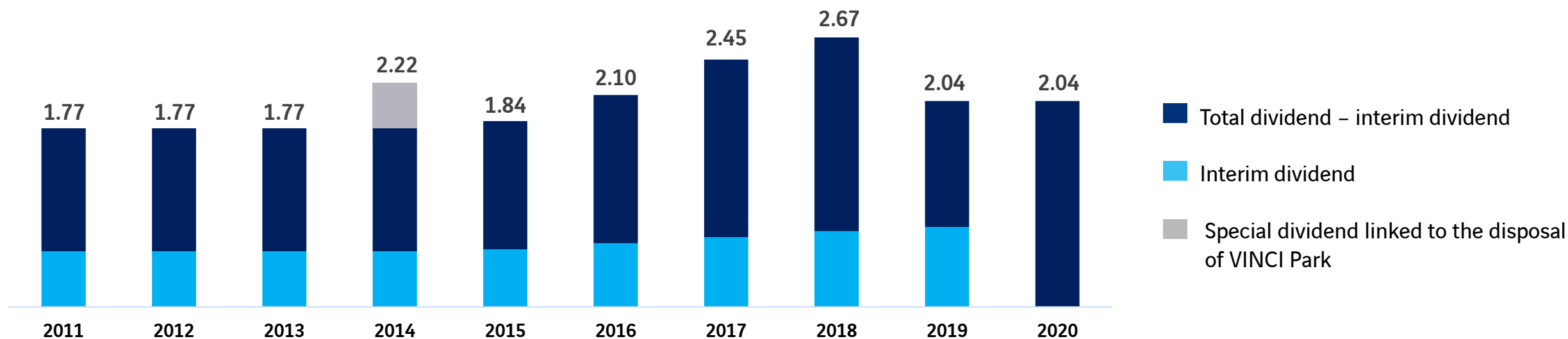
2021 interim dividend per share
(all-cash)

€0.65

Ex date **16 November 2021**

Payment date **18 November 2021**

Dividend per share since 2011 (in €)



VINCI Airports

- ✓ April 2021: 30-year concession for **seven airports of the North region of Brazil**: Manaus, Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Téfé
- ✓ July 2021: 15-year concession of the **Annecy Mont-Blanc airport**, starting in January 2022



VINCI Highways

- ✓ April 2021: closing of the 28-year **D4 motorway PPP**
First motorway PPP in Czech Republic
Works to be carried out by Eurovia (€447 m)
- ✓ July 2021: 30-year PPP contract for the new **B247 road in Germany**
First federal road to be delivered and operated under a PPP scheme in Germany
Works to be carried out by VINCI Construction (€350 m)



Acquisition of ACS's energy business

- ✓ Agreement with ACS announced on April 1st 2021
- ✓ Consistent with VINCI's strategy to build a global player in energy contracting, to develop a platform for renewables projects, to broaden the portfolio of concessions and extend its average maturity
- ✓ Positive contribution to VINCI's climate transition
- ✓ The acquisition is subject to customary regulatory approvals, including merger control, and is anticipated to close around the end of year 2021



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



VINCI Autoroutes has deployed around 1,000 overpasses and bypasses for wildlife on its highway's network



VINCI Airports' network produce and consume their own solar power with 17 MWh installed in 2021 in several countries



VINCI Energies has developed an expertise in offshore wind farms services



VINCI Construction has become France's leader in recycled construction materials (annual production of 12 m tons)

**A great opportunity
for VINCI**



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%

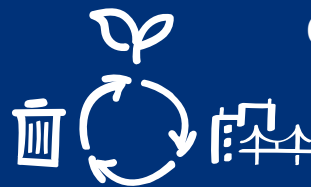
in 2020 vs 2018 (adjusted from the impact of acquisitions)

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

Facing climate and environmental emergency, VINCI has launched a dynamic : the Environment Awards

The goals of the Environment Awards are to **detect**, **promote** and **deploy** on a large scale initiatives with a **positive environmental impact** and an **economic potential**

Every employee of the VINCI has been able to participate either by **submitting** an initiative or by contributing to submitted initiatives, by **offering to assist** project leaders or by **voting** for the initiatives that seemed important for them.



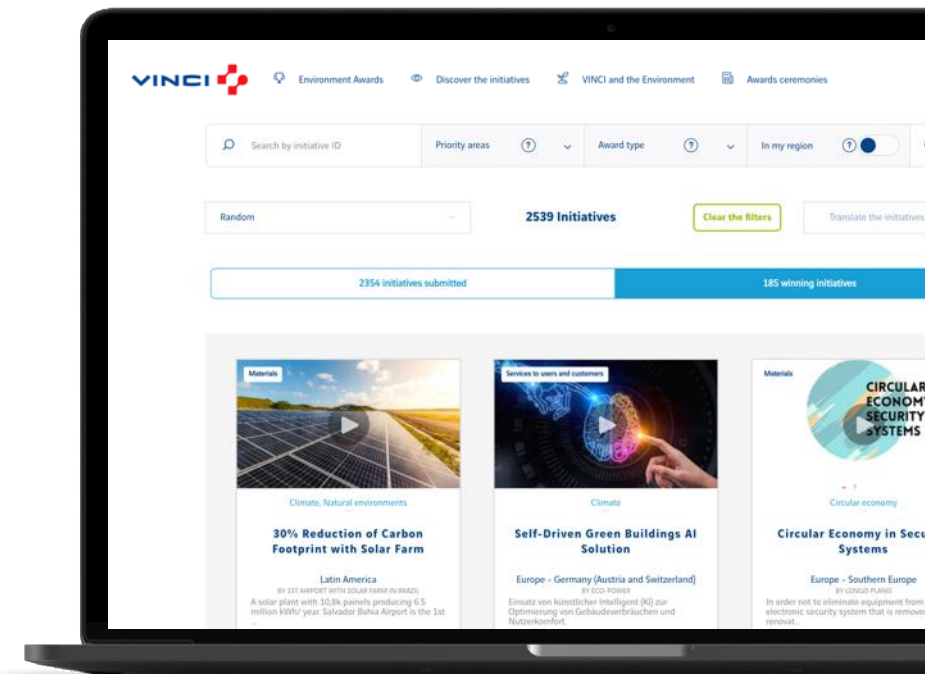
In June 2021, 19 regional ceremonies were organised around the world to reward 190 initiatives. Ready to scale-up now.

More than **2,500 initiatives** submitted by **4,000 candidates** and team members.

A **global network of 800 employees** running the Environment Awards as experts, correspondents, moderators or pilots.

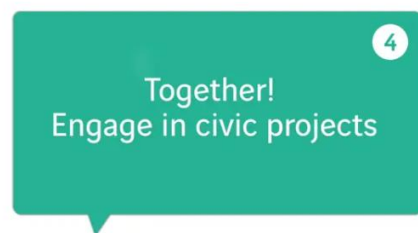
304,244 votes were given by **46,812 voters** to support initiatives at a regional level. The vote for the final phase will take place in September.

As of July 2021, **57,770 active users** of the digital platform which is a Hub for all the initiatives and employees.



VINCI Environment Awards platform
<https://environment.vinci.com/>

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



2 million

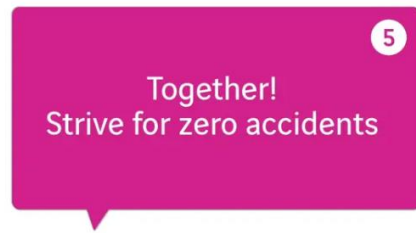
hours of integration
employment in France in 2020

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



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



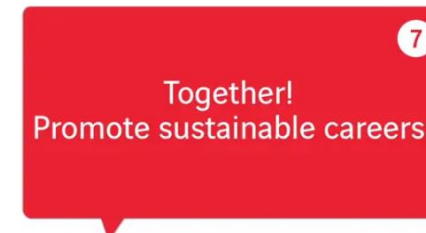
21.1%

% 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



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)



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 spread out before them. The scene is set on a construction site, with various materials and equipment visible in the background. The workers are focused and collaborative, illustrating a team effort in a professional setting.

R E A L
SUCCESS
IS THE
SUCCESS
YOU SHARE

Thank you for your attention

Appendices

Financial data

as of June 30, 2021

Consolidated revenue

in € million	H1 2021	H1 2020	H1 2019	Δ 2021/2020		Δ 2021/2019
				Actual	Like-for-like	Actual
Concessions	2,900	2,592	3,836	+11.9%	+12.7%	-24.4%
VINCI Autoroutes	2,393	1,892	2,608	+26.5%	+26.5%	-8.2%
VINCI Airports	371	592	1,070	-37.3%	-36.1%	-65.3%
Other Concessions	136	108	158	+25.7%	+34.8%	-14.1%
VINCI Energies	7,162	6,133	6,370	+16.8%	+14.9%	+12.4%
VINCI Construction	12,151	9 602	11 337	+26.6 %	+27.2%	+7.2%
VINCI Immobilier	742	436	470	+70.1%	+54.9%	+57.8%
Eliminations	(348)	(270)	(284)			
Total revenue*	22,607	18,493	21,729	+22.3%	+21.7%	+4.0%

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

Consolidated revenue - France

in € million	H1 2021	H1 2020	H1 2019	Δ 2021/2020		Δ 2021/2019
				Actual	Like-for-like	Actual
Concessions	2,518	2,030	2,855	+24.0%	+24.0%	-11.8%
VINCI Autoroutes	2,393	1,892	2,608	+26.5%	+26.5%	-8.2%
VINCI Airports	81	100	185	-19.0%	-19.0%	-56.3%
Other Concessions	44	38	62	+15.7%	+15.7%	-29.6%
VINCI Energies	3,305	2,638	2,942	+25.3%	+24.8%	+12.3%
VINCI Construction	6,139	4,641	6,271	+32.3%	+32.0%	-2.1%
VINCI Immobilier	738	435	469	+69.7%	+54.5%	+57.2%
Eliminations	(334)	(259)	(276)			
Total revenue*	12,365	9,484	12,263	+30.4%	+29.4%	+0.8%

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

Consolidated revenue - International

in € million	H1 2021	H1 2020	H1 2019	Δ 2021/2020		Δ 2021/2019
				Actual	Like-for-like	Actual
Concessions	383	562	980	-32.0%	-29.7%	-61.0%
VINCI Airports	290	492	884	-41.0%	-39.7%	-67.2%
Other Concessions	92	70	96	+31.1%	+46.3%	-4.1%
VINCI Energies	3,858	3,496	3,428	+10.3%	+7.6%	+12.5%
VINCI Construction	6,012	4,961	5,066	+21.2%	+22.7%	+18.7%
Eliminations	(10)	(10)	(8)			
Total revenue*	10,242	9,009	9,467	+13.7%	+13.6%	+8.2%

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

Ebit - operating income from ordinary activities by business line

in € million	H1 2021	% of revenue*	H1 2020	% of revenue*	H1 2019	% of revenue*	Δ 2021/2020	Δ 2021/2019
Concessions	944	32.6%	545	21.0%	1,844	48.1%	+399	-900
VINCI Autoroutes	1,180	49.3%	701	37.0%	1,407	53.9%	+479	-227
VINCI Airports	(251)	(67.6%)	(127)	(21.4%)	432	40.4%	-124	-683
Other concessions	15		(29)		5		+44	+10
VINCI Energies	428	6.0%	186	3.0%	378	5.9%	+241	+50
VINCI Construction	213	1.8%	(441)	(4.6%)	53	0.5%	+654	+159
VINCI Immobilier	11	1.5%	(27)	(6.3%)	5	1.1%	+39	+6
Holding companies	2		4		8		-1	-6
Ebit	1,598	7.1%	267	1.4%	2,289	10.5%	+1 332	-690

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

Recurring operating income (ROI) by business line

in € million	H1 2021	% of revenue*	H1 2020	% of revenue*	H1 2019	% of revenue*	Δ 2021/2020	Δ 2021/2019
Concessions	883	30.4%	474	18.3%	1,954	50.9%	+409	-1,071
VINCI Autoroutes	1,176	49.2%	698	36.9%	1,402	53.8%	+478	-226
VINCI Airports	(293)	(78.8%)	(201)	(34.0%)	518	48.4%	-91	-810
Other Concessions	(1)		(23)		34		+22	-34
VINCI Energies	387	5.4%	154	2.5%	348	5.5%	+233	+39
VINCI Construction	178	1.5%	(481)	(5.0%)	25	0.2%	+659	+153
VINCI Immobilier	21	2.9%	(29)	(6.7%)	12	2.6%	+50	+9
Holding companies	(1)		1		2		-2	-3
ROI	1,467	6.5%	118	0.6%	2,341	10.8%	+1,349	-874

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

in € million	H1 2021	% of revenue*	H1 2020	% of revenue*	H1 2019	% of revenue*	Δ 2021/2020	Δ 2021/2019
Concessions	1,879	64.8%	1,502	57.9%	2,692	70.2%	+377	-812
o/w VINCI Autoroutes	1,805	75.4%	1,324	69.9%	2,004	76.8%	+482	-198
o/w VINCI Airports	(3)	(0.9%)	140	23.7%	608	56.8%	-144	-611
VINCI Energies	518	7.2%	361	5.9%	508	8.0%	+156	+10
VINCI Construction	555	4.6%	(57)	(0.6%)	368	3.2%	+612	+186
VINCI Immobilier	22	3.0%	(18)	(4.0%)	11	2.3%	+40	+11
Holding companies	158		14		46		+143	+111
Ebitda	3,132	13.9%	1,803	9.7%	3,625	16.7%	+1,329	-493

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

Cash flow statement (1/2)

in € million	H1 2021	H1 2020	H1 2019	FY 2020
Ebitda	3,132	1,803	3,625	5,919
Change in WCR* and current provisions	(735)	471	(1,354)	2,330
Income taxes paid	(453)	(774)	(529)	(1,054)
Net interest paid	(326)	(351)	(250)	(590)
Dividends received from companies accounted for under the equity method	37	31	110	71
Net operating CAPEX	(543)	(497)	(525)	(994)
Repayment of lease debt and associated financial expense	(302)	(296)	(254)	(607)
Operating cash flow	811	388	823	5,075
<i>o/w Concessions</i>	<i>1,255</i>	<i>515</i>	<i>1,686</i>	<i>2,023</i>
<i>o/w VINCI Energies</i>	<i>134</i>	<i>152</i>	<i>(156)</i>	<i>1,191</i>
<i>o/w VINCI Construction</i>	<i>(499)</i>	<i>(394)</i>	<i>(819)</i>	<i>1,383</i>
Growth CAPEX in concessions & PPPs	(430)	(569)	(507)	(1,085)
Free cash flow (after CAPEX)	381	(182)	316	3,990

* Working Capital Requirement

Cash flow statement (2/2)

in € million	H1 2021	H1 2020	H1 2019	FY 2020
Free cash flow (after CAPEX)	381	(182)	316	3,990
Net financial investments and other cash flows	(170)	(144)	(8,041)	(370)
Cash flow before movements in share capital	211	(326)	(7,726)	3,619
Share capital increases and other operations	605	77	590	648
Dividends	(1,173)	(9)	(1,092)	(721)
Share buy-backs	0	(336)	(502)	(336)
Net cash flow for the period	(357)	(594)	(8,729)	3,211
Consolidation impacts and others	(251)	105	43	454
Change in net financial debt	(608)	(488)	(8,686)	3,665

Operating CAPEX

in € million	H1 2021	H1 2020	H1 2019	Δ 2021/2020	Δ 2021/2019	FY 2020
Concessions	43	116	79	-73	-36	180
VINCI Autoroutes	13	8	9	+6	+4	22
VINCI Airports*	22	99	64	-77	-42	138
Other Concessions	8	9	6	+1	+2	19
VINCI Energies	86	70	74	+16	+12	164
VINCI Construction	329	299	350	+30	-21	624
VINCI Immobilier and holdings	131	63	59	+68	+72	150
Purchases of tangible and intangible assets	588	547	562	+41	+26	1,117
Proceeds from disposals of tangible and intangible assets	(46)	(51)	(36)	+5	-10	(124)
Operating CAPEX (net of disposals)	543	497	525	+46	+18	994

* Including LGW capex

Growth CAPEX in concessions and PPPs

in € million	H1 2021	H1 2020	H1 2019	Δ 2021/2020	Δ 2021/2019	FY 2020
Concessions	426	561	496	-135	-70	1,035
VINCI Autoroutes	361	377	375	-16	-14	731
Of which: ASF	120	192	144	-72	-24	333
Escota	54	52	41	+2	+13	86
Cofiroute	113	88	88	+25	+25	216
Arcos	71	43	99	+28	-28	89
VINCI Airports	68	189	119	-121	-51	310
Other concessions	(2)	(4)	3	+2	-5	(6)
VINCI Energies	(1)	(1)	(1)	-	-	-
VINCI Construction	5	9	13	-4	-8	50
Net growth CAPEX in concessions and PPPs	430	569	507	-139	-77	1,085

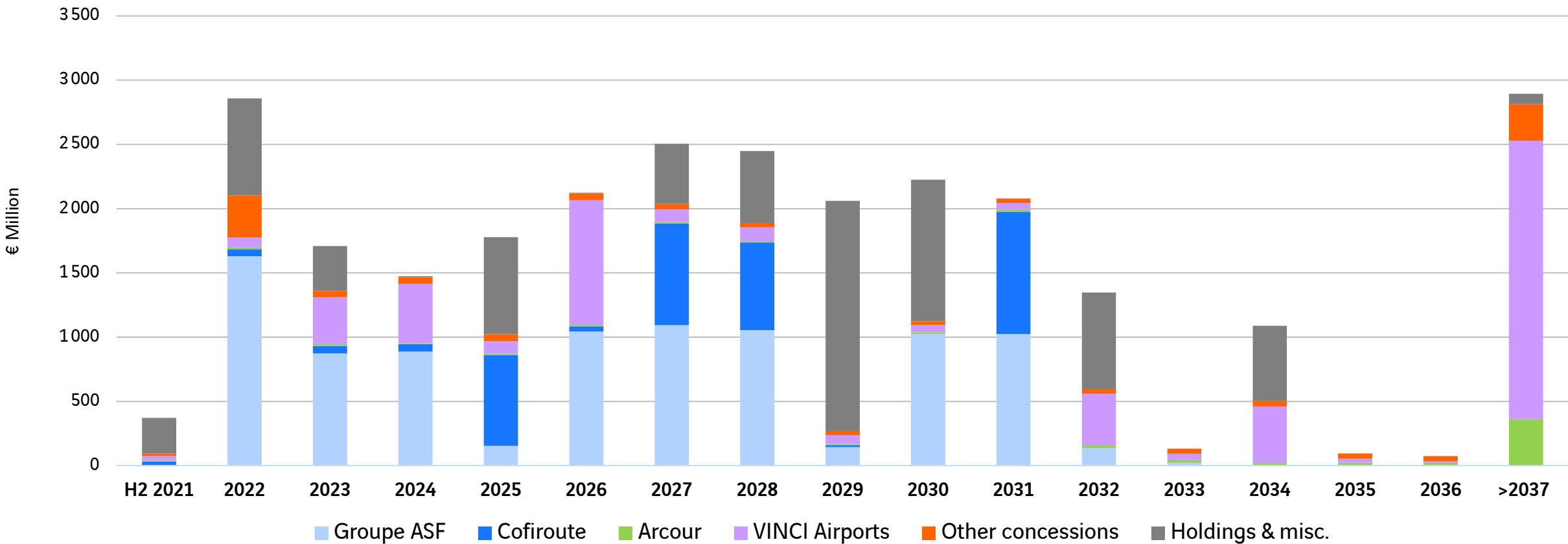
Net financial debt by business line

in € million	30 Jun. 2021	Of which external net debt	31 Dec. 2020	Of which external net debt	30 Jun. 2020	Of which external net debt
Concessions	(33,465)	(19,644)	(32,718)	(20,409)	(33,777)	(20,143)
VINCI Autoroutes	(18,037)	(13,336)	(18,318)	(14,484)	(19,668)	(14,500)
VINCI Airports	(11,515)	(5,691)	(11,053)	(5,264)	(10,691)	(4,876)
Other concessions	(3,913)	(618)	(3,347)	(661)	(3,418)	(767)
VINCI Energies	(226)	392	(256)	405	(1,178)	249
VINCI Construction	1,623	1,268	2,211	1,760	472	1,173
Holding cos & VINCI Immobilier	13,470	(613)	12,774	255	12,340	(3,421)
Net financial debt	(18,597)	(18,597)	(17,989)	(17,989)	(22,142)	(22,142)
<i>of which gross financial debt</i>	27,580		(27,942)		(27,932)	
<i>of which net cash managed</i>	8,982		9,953		5,790	

Maturity of gross financial debt



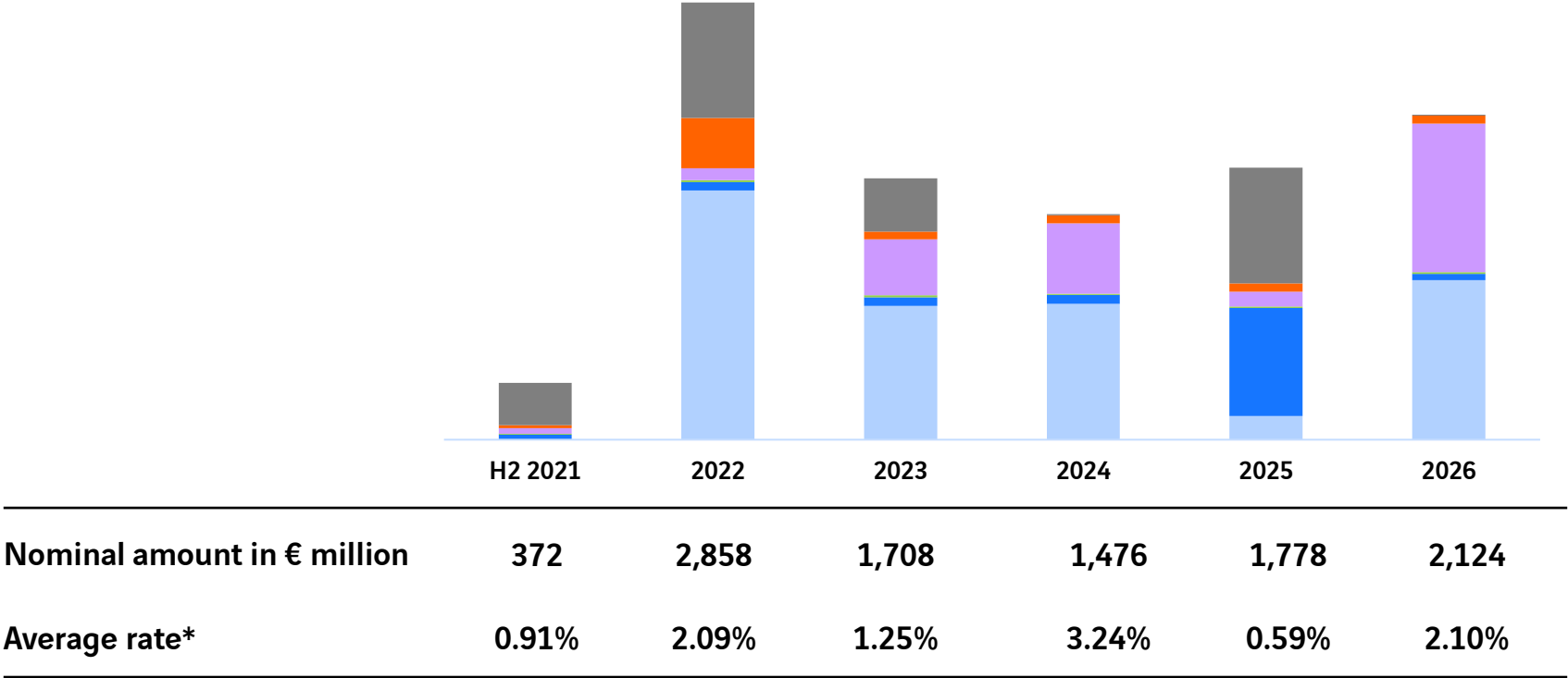
Average maturity of gross financial debt (€27.6 bn) as of 30 June 2021: **7.7 years***



* Concessions: 8.0 years

Holdings and other divisions: 6.6 years

Average cost of future debt repayment



* After hedging

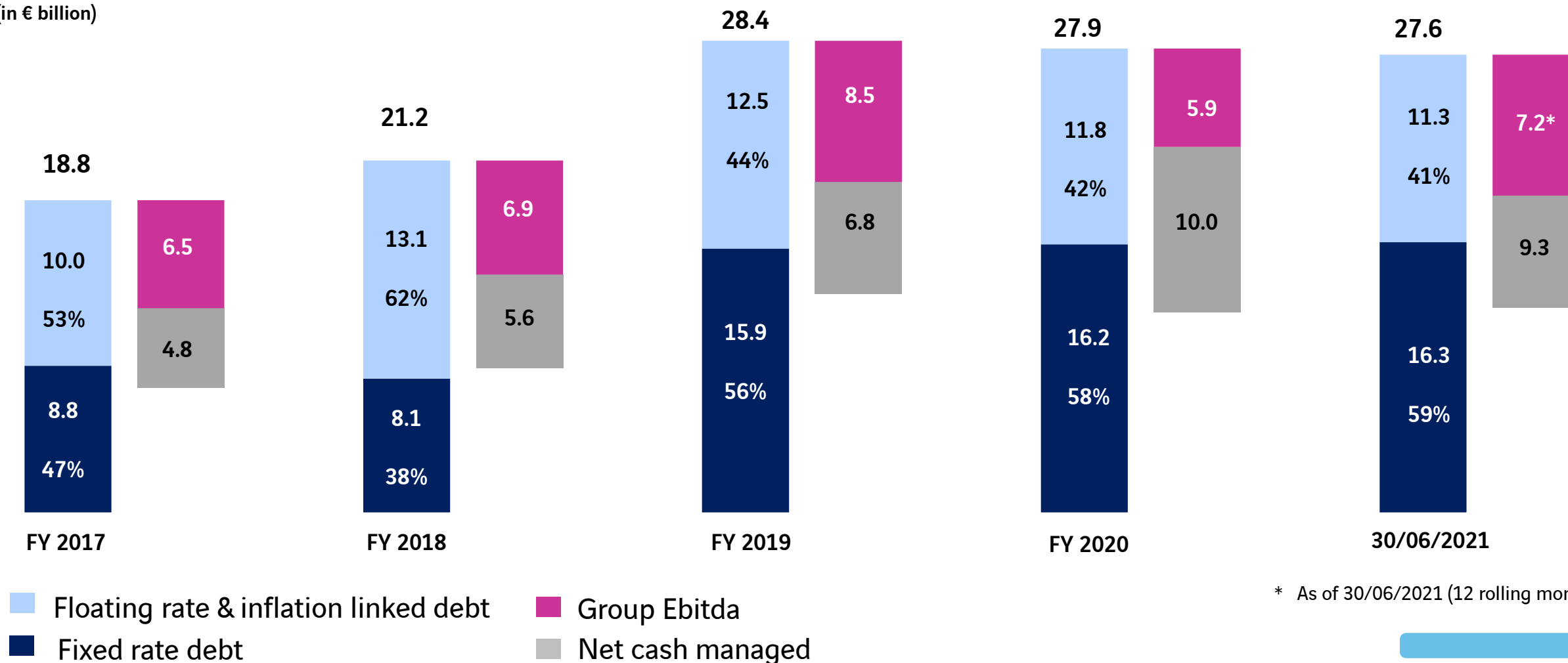
ASF Cofiroute VINCI Airports Other concessions Holdings and misc.

Natural hedging against interest rates rise

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 (net of derivatives) breakdown between fixed and floating rates

(in € billion)



* As of 30/06/2021 (12 rolling months)

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

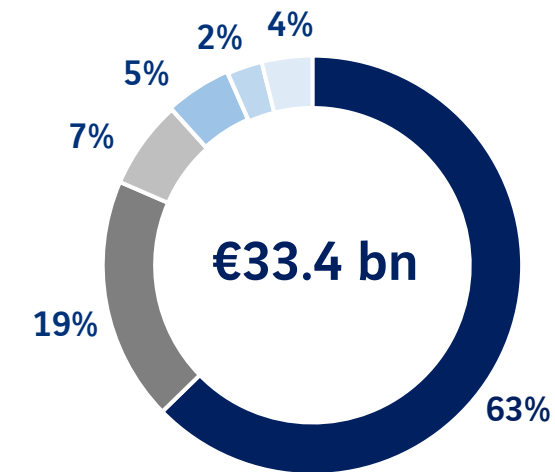
Eurovia

44,425 people

VINCI
Construction

70,649 people

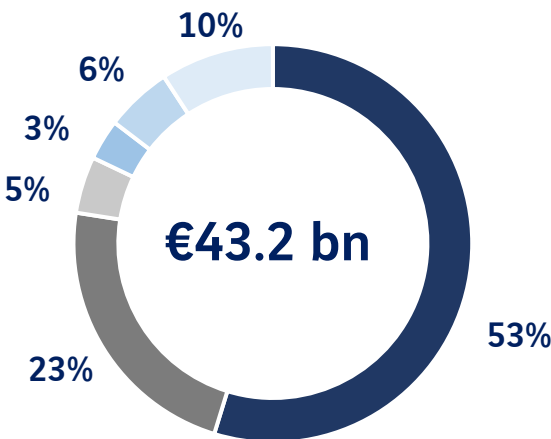
2010 revenue geographic breakdown



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%



Key highlights of the agreement with ACS announced on April 1st 2021



Rationale

- A major strategic move to create a **global player in energy contracting and to develop renewables projects**
- Around **45,000 people** for an additional **revenue of more than €6 bn¹**, mainly in Spain and Latin America
- **Strong geographical and business fit** with VINCI's activities
- An **identified potential of c. 15 GW of renewables projects** (mainly in solar PV and onshore wind)

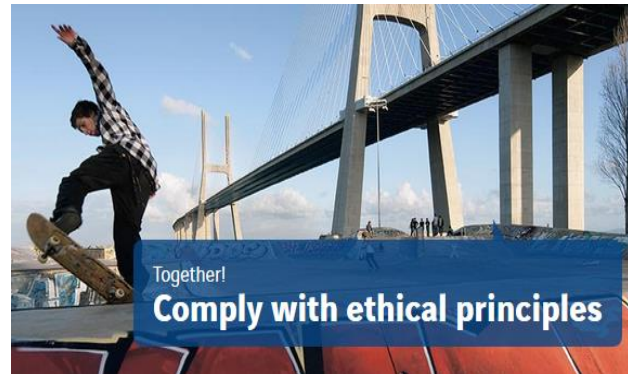
Financial terms

- **Enterprise value of €4.2 bn**, leading to a purchase price at closing of c. €4.9 billion, to be paid fully in cash
- Additional contingent payments of **up to €0.6 bn over time** (subject to developed renewables GW)
- **VINCI and ACS will negotiate a 51%-49% partnership agreement** for the acquisition of mature renewables assets, to be developed, built and connected to the grid by the acquired company in the future
- The acquisition **will not affect VINCI's balance sheet strength**
- **Earnings per share accretion** from the first year after closing

Closing

- The acquisition is subject to customary regulatory approvals, including merger control, and is **anticipated to close around the end of year 2021**

(1) Average over the last 3 years

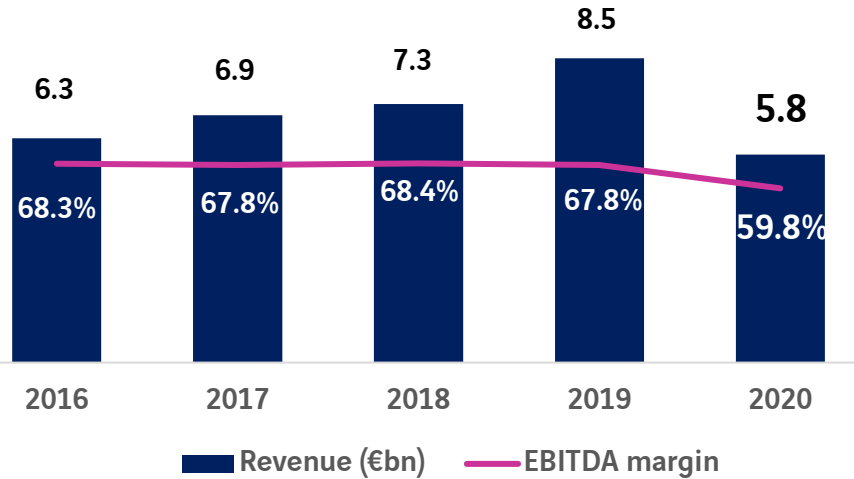


A sustainable economic project is impossible without an ambitious social, workforce-related and environmental commitment.

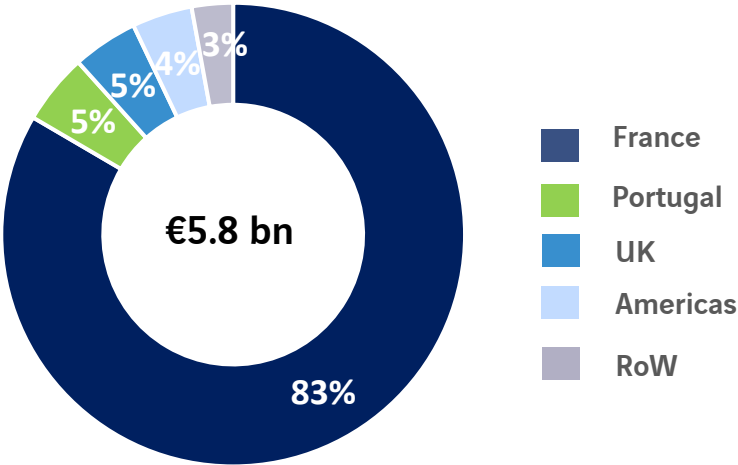


Business line profiles

Revenue and Ebitda margin evolution over the last 5 years



2020 revenue by geographical area



79%

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



17%

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



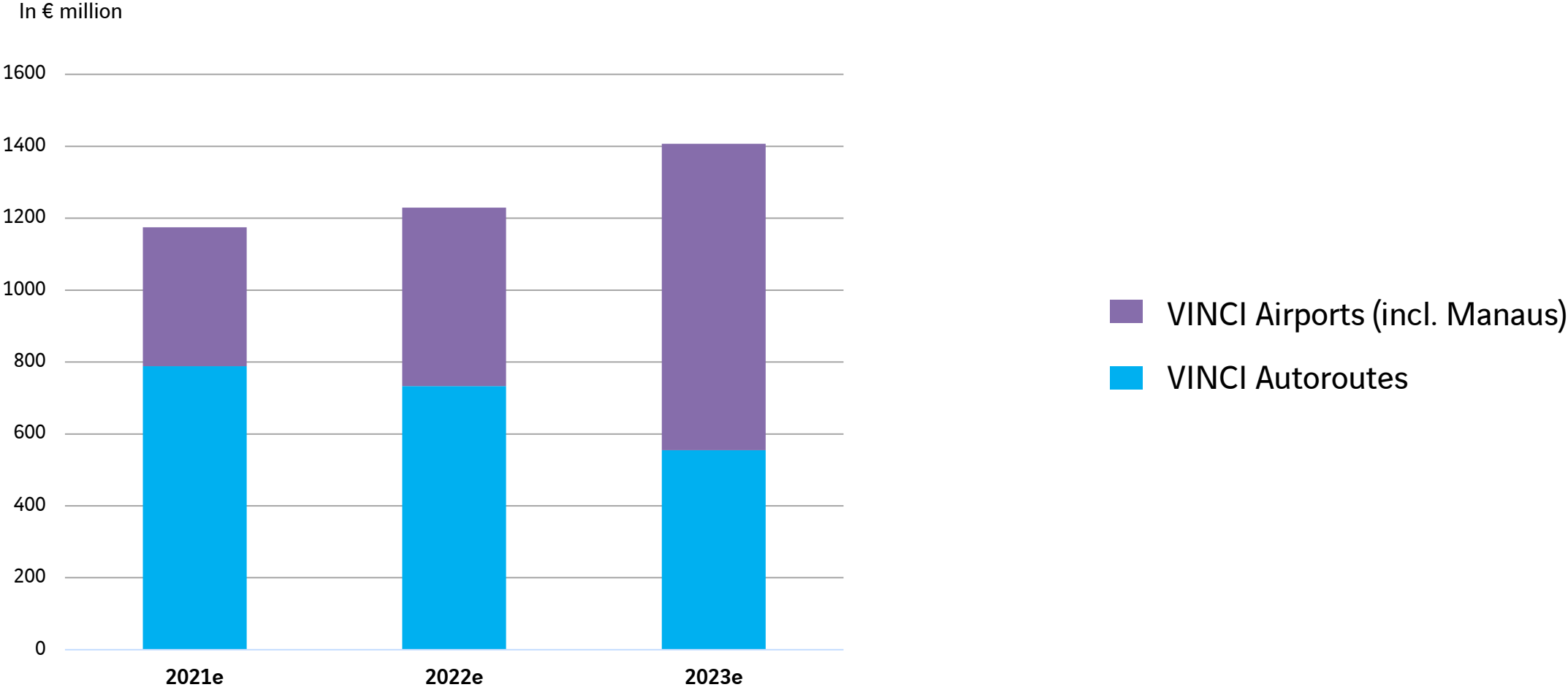
VINCI HIGHWAYS, VINCI RAILWAYS & MISC.

4%

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

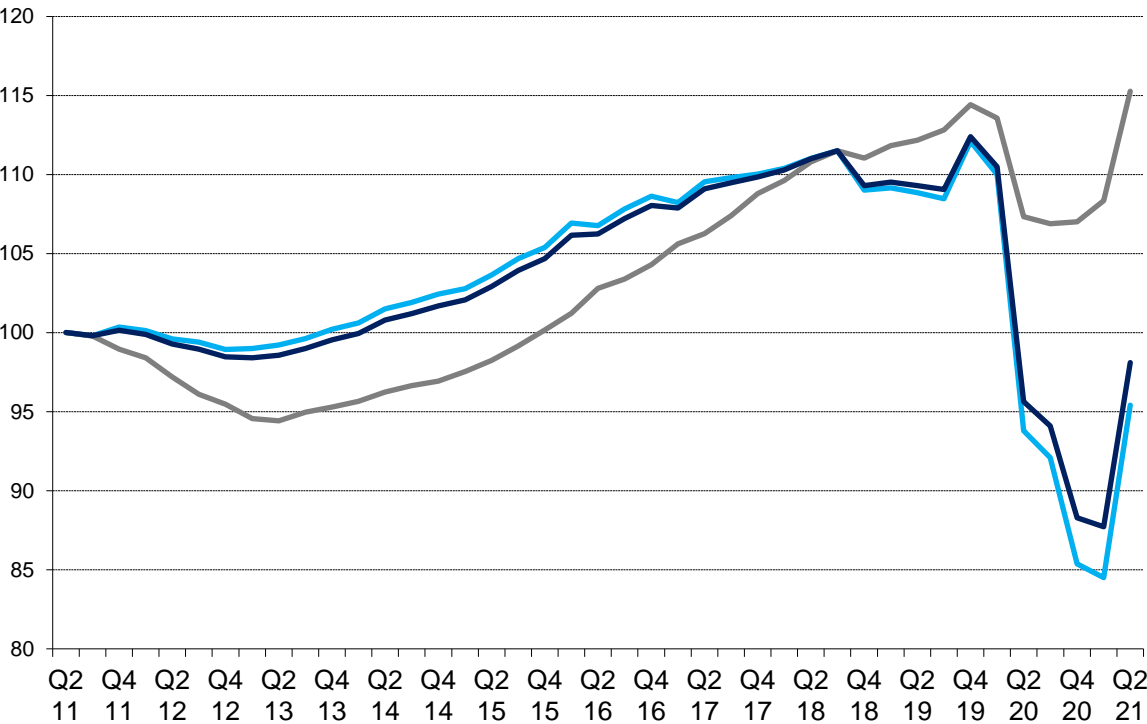


XX % = % of the division's 2020 revenue



* As of 30 June 2021 and including fully consolidated assets only

VINCI Autoroutes average traffic growth over 10 years





CAGR Q2 2021/
Q2 2011

HV +1.4%

Total -0.2%

LV -0.5%

H1 2021 VINCI Autoroutes traffic

	Total		
	<div>Δ H1 2021/H1 2020 Δ H1 2021/H1 2019</div>	<div>Δ H1 2021/H1 2020 Δ H1 2021/H1 2019</div>	<div>Δ H1 2021/H1 2020 Δ H1 2021/H1 2019</div>
	<div>+28.6% -13.7%</div>	<div>+31.7% -16.5%</div>	<div>+16.2% +2.0%</div>
Of which:			
ASF	<div>+29.7% -12.8%</div>	<div>+33.6% -15.9%</div>	<div>+15.8% +2.8%</div>
Escota	<div>+24.2% -13.6%</div>	<div>+24.8% -15.2%</div>	<div>+19.2% +0.4%</div>
Cofiroute (Intercity network)	<div>+28.1% -15.8%</div>	<div>+31.4% -18.9%</div>	<div>+15.9% +0.5%</div>
Arcour	<div>+34.0% -15.4%</div>	<div>+37.4% -18.0%</div>	<div>+20.8% -1.4%</div>

VINCI Airports H1 2021 passenger traffic

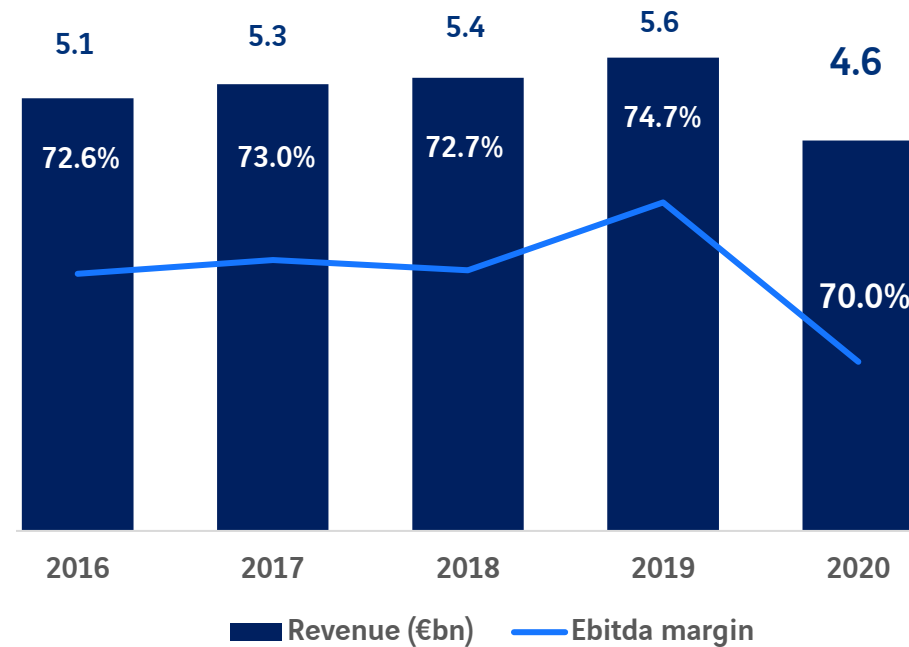


Passenger traffic (million pax)	Q2 2021			H1 2021		
	2021	Change 2021/2020	Change 2021/2019	2021	Change 2021/2020	Change 2021/2019
Portugal (ANA)	3,854	na	-76.6%	5 255	-46.0%	-80.9%
o/w Lisbonne	1,777	na	-78.7%	2 518	-55.4%	-82.8%
United Kingdom	762	na	-94.7%	1 012	-88.2%	-96.0%
o/w LGW	415	na	-96.7%	569	-92.5%	-97.4%
France	1,220	na	-78.1%	1 980	-46.2%	-80.2%
o/w ADL	639	na	-79.6%	1 097	-46.9%	-80.7%
Cambodia	59	na	-97.8%	137	-93.0%	-97.7%
USA	1,707	na	-37.5%	2 537	+3.9%	-49.7%
Brazil	850	na	-43.6%	2 225	+3.7%	-40.4%
Serbia	638	na	-59.5%	922	-8.5%	-64.7%
Dominican republic	1,127	na	-17.1%	1 908	+37.3%	-32.4%
Sweden	108	na	-83.7%	160	-55.3%	-84.9%
Total fully consolidated subsidiaries	10,326	na	-78.0%	16 135	-48.4%	-80.8%
Japan (40%)	2,005	na	-84.6%	4 088	-57.1%	-84.0%
Chile (40%)	1,230	na	-78.0%	3 289	-48.5%	-73.9%
Costa Rica (45%)	219	na	-24.8%	341	-20.3%	-53.9%
Rennes-Dinard (49%)	62	na	-77.1%	106	-12.0%	-77.1%
Total equity-accounted subsidiaries	3,516	na	-81.7%	7 824	-52.5%	-80.1%
Total passengers managed by VINCI Airports*	13,842	na	-79.1%	23 959	-49.8%	-80.6%

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

VINCI Autoroutes

Change in revenue and Ebitda margin over 5 years



A strategic location 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

	VINCI AUTOROUTES		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

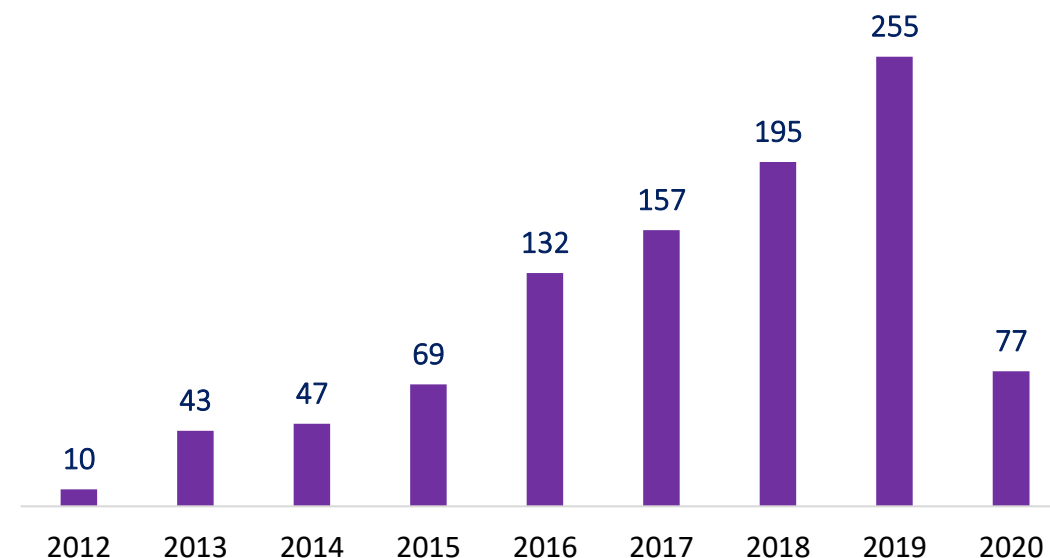
The most geographically diversified airports operator

45* platforms in **12** countries

* Excluding the 7 brasilian airports, to be integrated in 2021

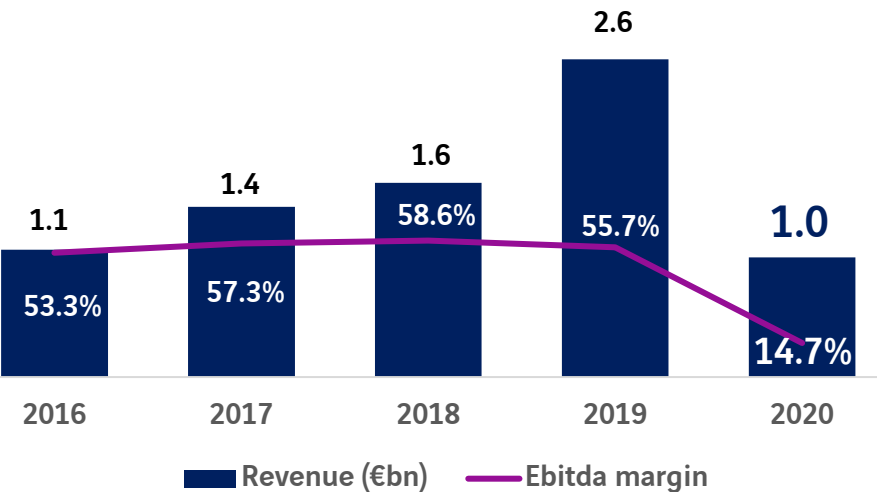


Passengers traffic¹ (millions of pax.) evolution

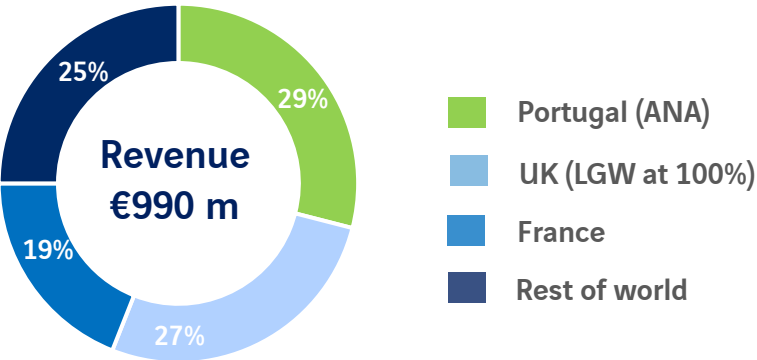


1 Data at 100% irrespective of percentage held
Data include airport passenger numbers on a full-year basis

Revenue and Ebitda margin over the past 5 years



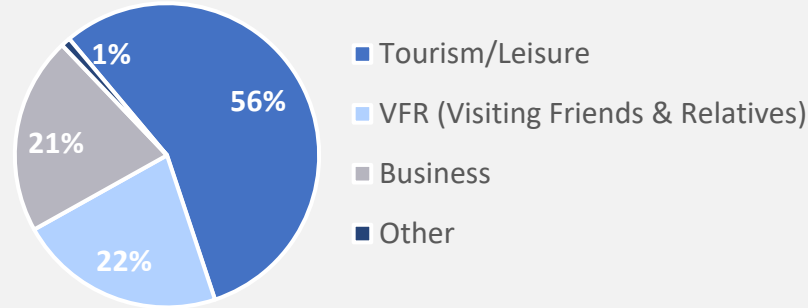
VINCI Airports 2020 revenue by country



Breakdown of seats by destination (FY 2019)



Traffic breakdown by segment** (FY 2019)



** Estimates based on internal surveys realised in the airports



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)	Concession	18.0	2063	100%	Yes	Full consolidation
	<i>Of which Lisbon airport</i>		9.3				
Japan	Kansai airports (Kansai International, Osaka Itami, Kobe)	Concession	15.8	2060	40%	Yes	Equity method
	<i>Of which Kansai International</i>		6.6				
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.



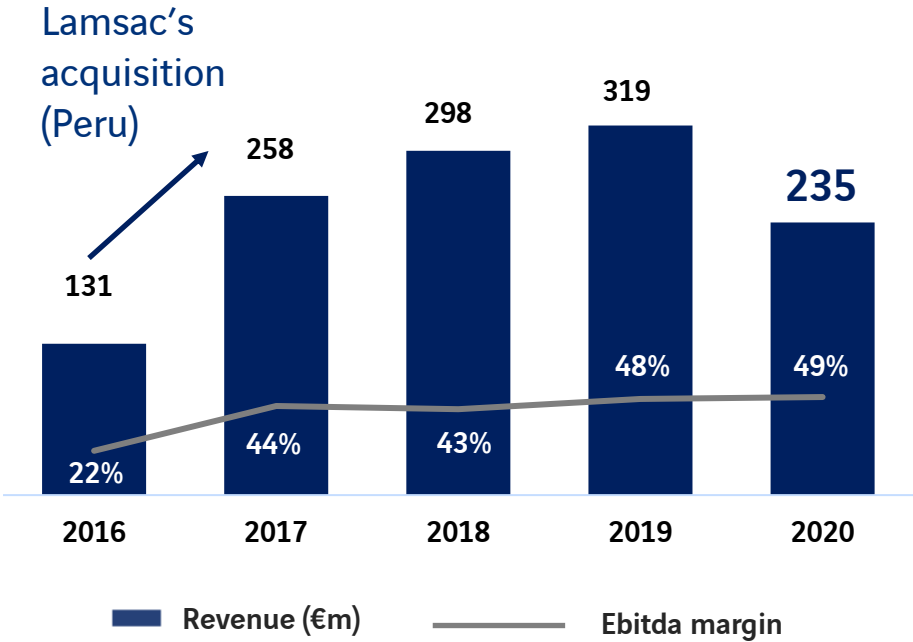
VINCI AIRPORTS

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

* Excluding the 7 brasilian airports, to be integrated in 2021

VINCI Highways, VINCI Railways and VINCI Stadium

Revenue over the past 5 years



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





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	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	32 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	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

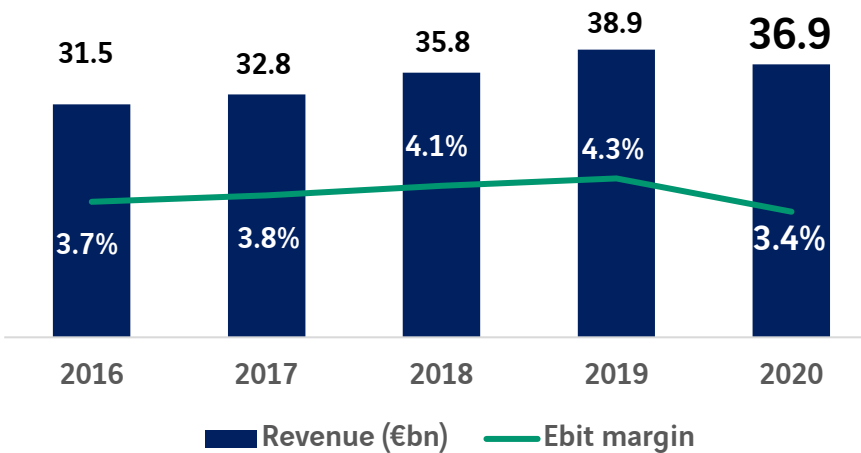
VINCI share, based on best estimates as of 31.12.2020

Projects consolidated by the equity method

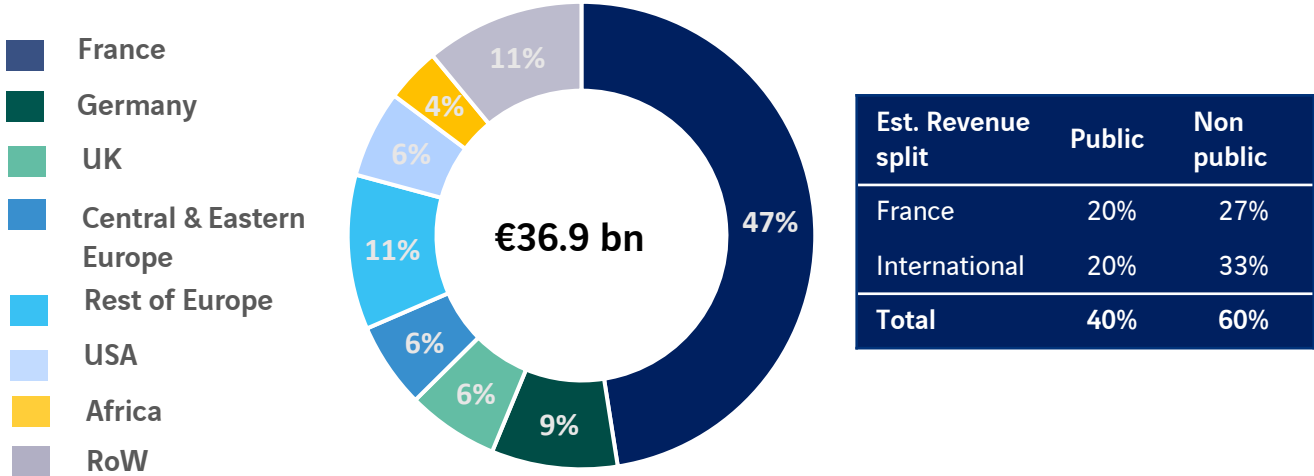
In € millions	Equity committed	Equity invested at 31.12.2020	Equity to be invested
Kansai Airports (Japan)	253	253	0
Santiago Airport (Chile)	196	173	23
VIA 40 (Colombia)	125	62	63
LISEA	258	258	0
Russia: MSP (1&2, 7&8)	112	105	7
Germany: A4, A5 and A9 motorways	100	100	0
Greece: Corinth-Patras, Maliakos-Kleidi	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

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%

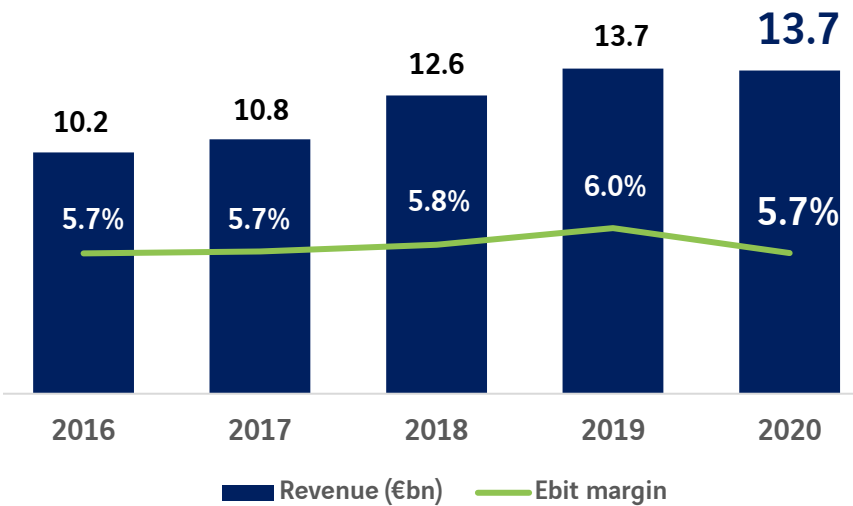


37%

Revenue: €13.6 bn
Ebit: €0.1 bn; Ebit margin: 1.0%



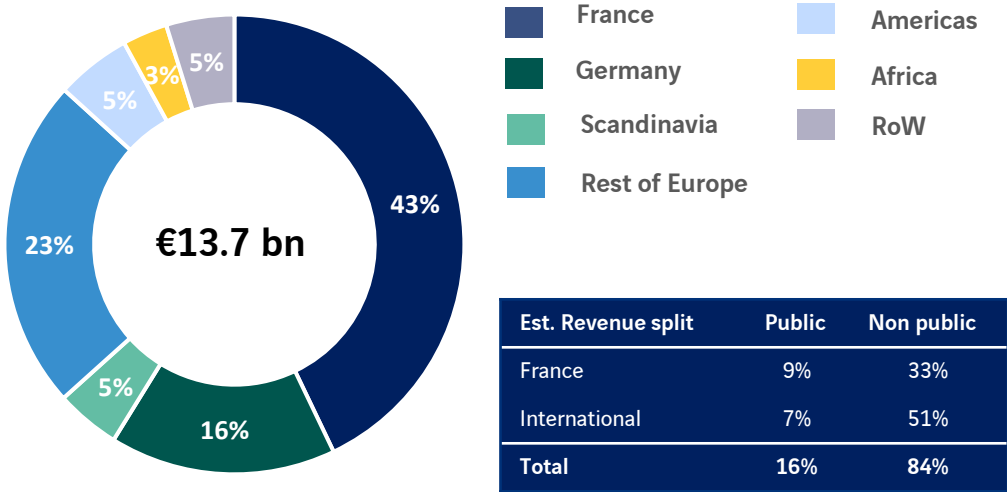
Revenue and Ebit margin over the past 5 years



1,800
Est. Business Units

€48 k
average contract size

2020 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

27%

Building Solutions

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

25%

ICT
(Information & Communication Technology)

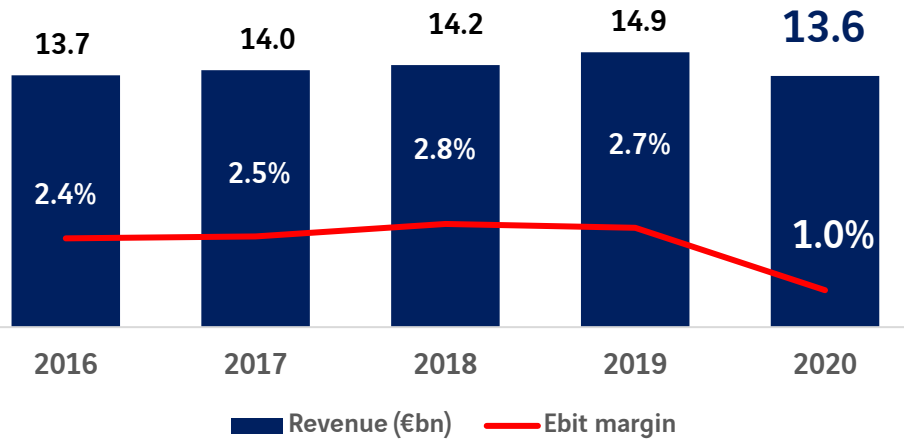
Telecom Infrastructures / Cloud & Data Center
Infrastructures / Enterprise Networks and digital workspace / Data analysis and business applications / Cybersecurity

19%

XX % = % of the division's 2020 revenue

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

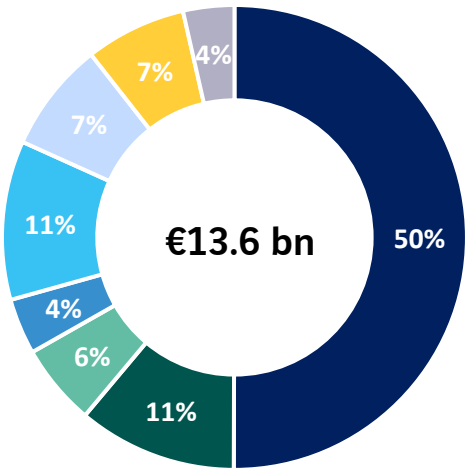
Revenue and Ebit margin over the past 5 years



815
Business Units

€500 k
average contract size

2020 revenue by geographical area



- France
- UK
- Central & Eastern Europe
- Rest of Europe
- Americas
- Oceania
- Africa
- RoW

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

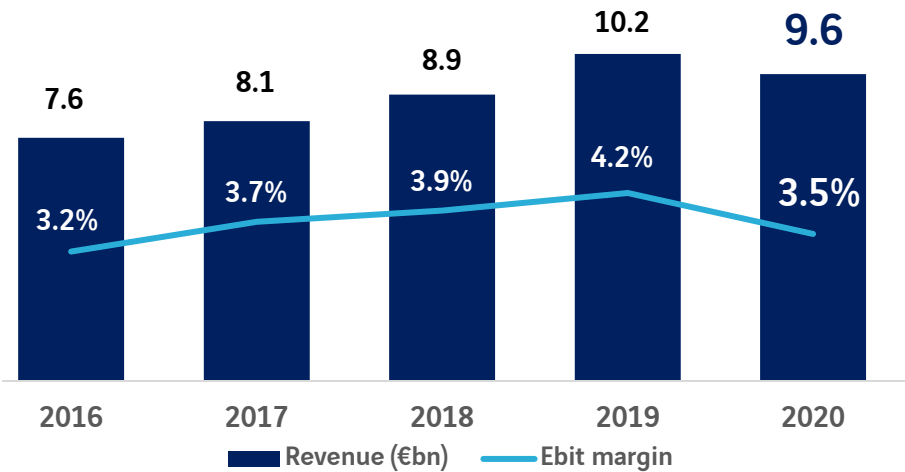
27%

Major projects division

12%

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

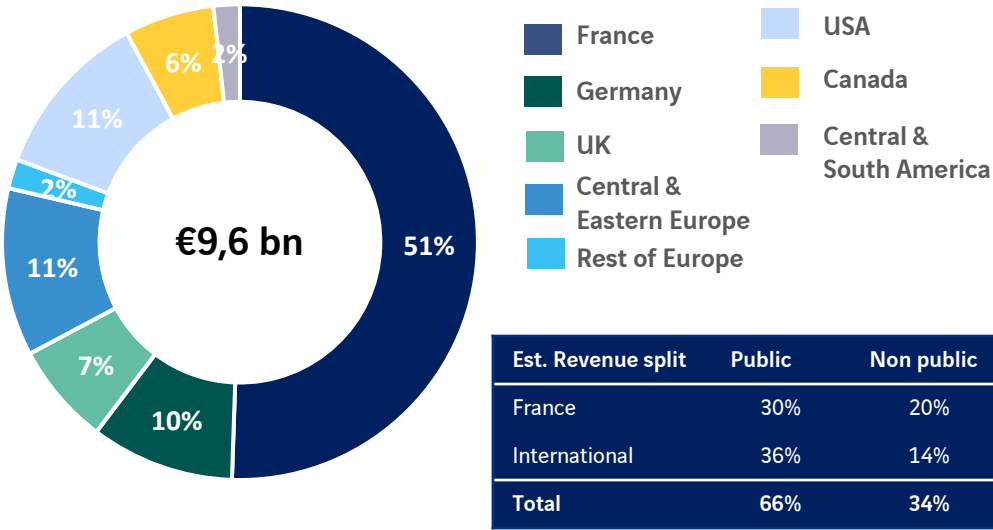
Revenue and Ebit margin over the past 5 years



500
Est. Business Units

€480 k
average contract size

2020 revenue by geographical area



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%

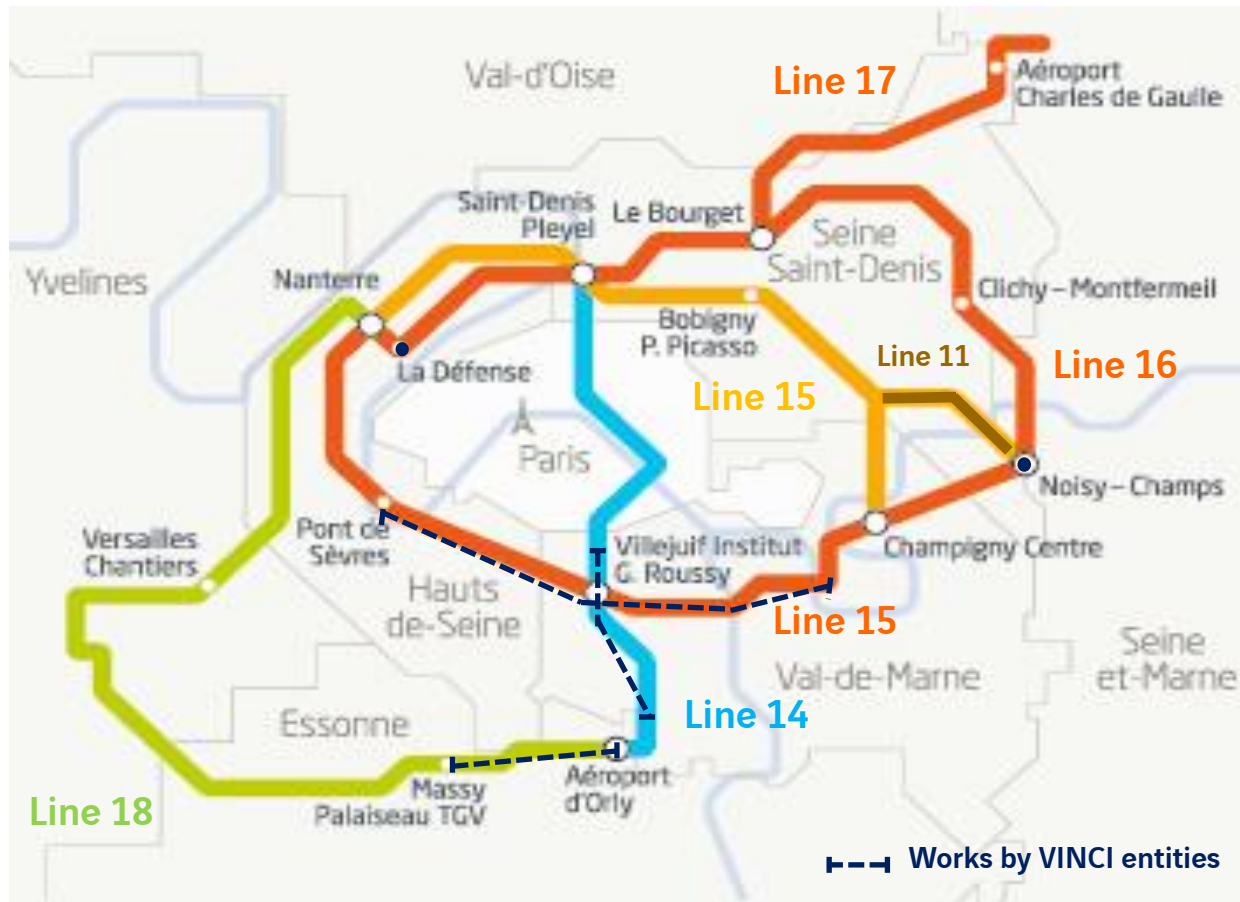
Aggregates

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

€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**

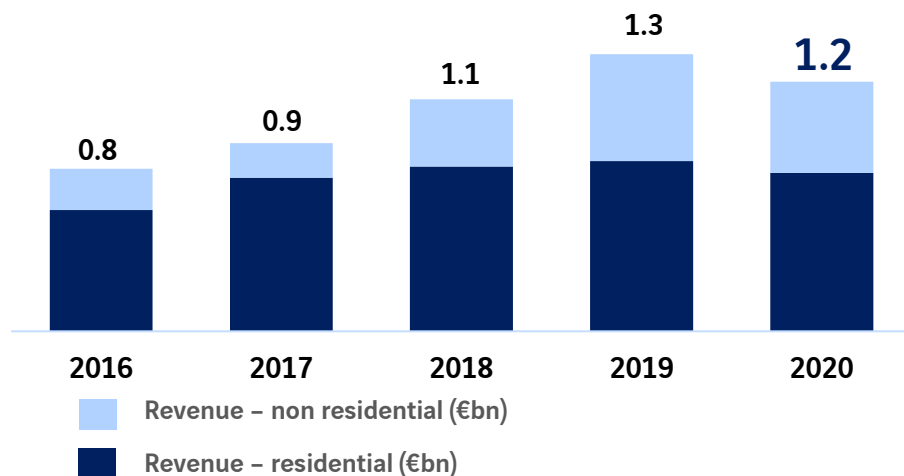
* source: Société du Grand Paris



VINCI Immobilier



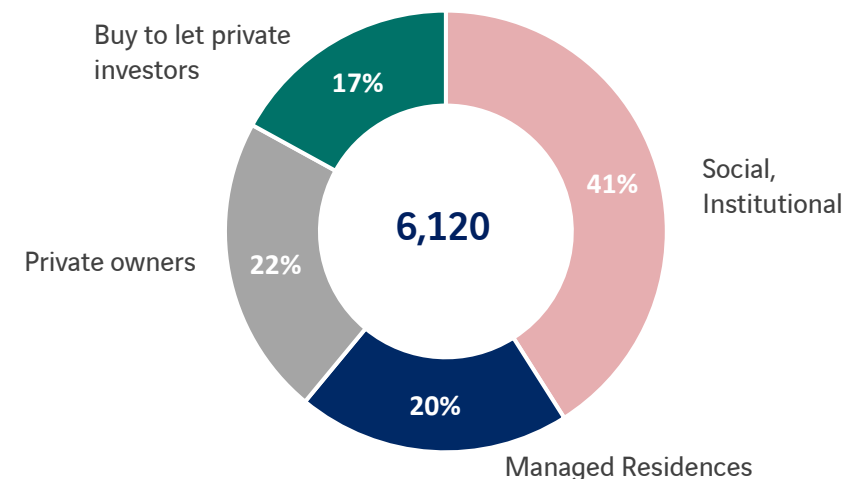
Revenue over the past 5 years



€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%**



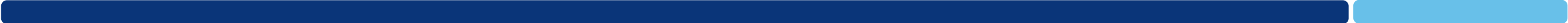
Hotels **4%**



Services

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





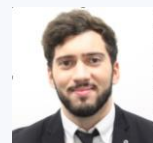
TEAM



Grégoire THIBAUT
Head of investor relations
gregoire.thibault@vinci.com
Tel: +33 1 47 16 45 07



Alexandra BOURNAZEL
Deputy-head of investor relations
alexandra.bournazel@vinci.com
Tel: +33 1 47 16 33 46



Walid LOUNIS
Investor relations officer
walid.lounis@vinci.com



Aurélie GODIN
Investor relations officer
aurélie.godin@vinci.com



Dominique KUNG
Investor relations assistant/road-shows coordinator
dominique.kung@vinci.com
Tel: +33 1 47 16 40 66

AGENDA

24

August 2021

VINCI Autoroutes and VINCI Airports
monthly traffic

15

September 2021

VINCI Autoroutes and VINCI Airports
monthly traffic

13

October 2021

VINCI Airports Q3 2021 passenger
numbers publication

19

October 2021

VINCI Q3 2021 revenue publication