

# 2024 FULL YEAR RESULTS

Commissioning of the D4: 1<sup>st</sup> motorway under a PPP in Czech Republic

7 FEBRUARY 2025

# Disclaimer

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.

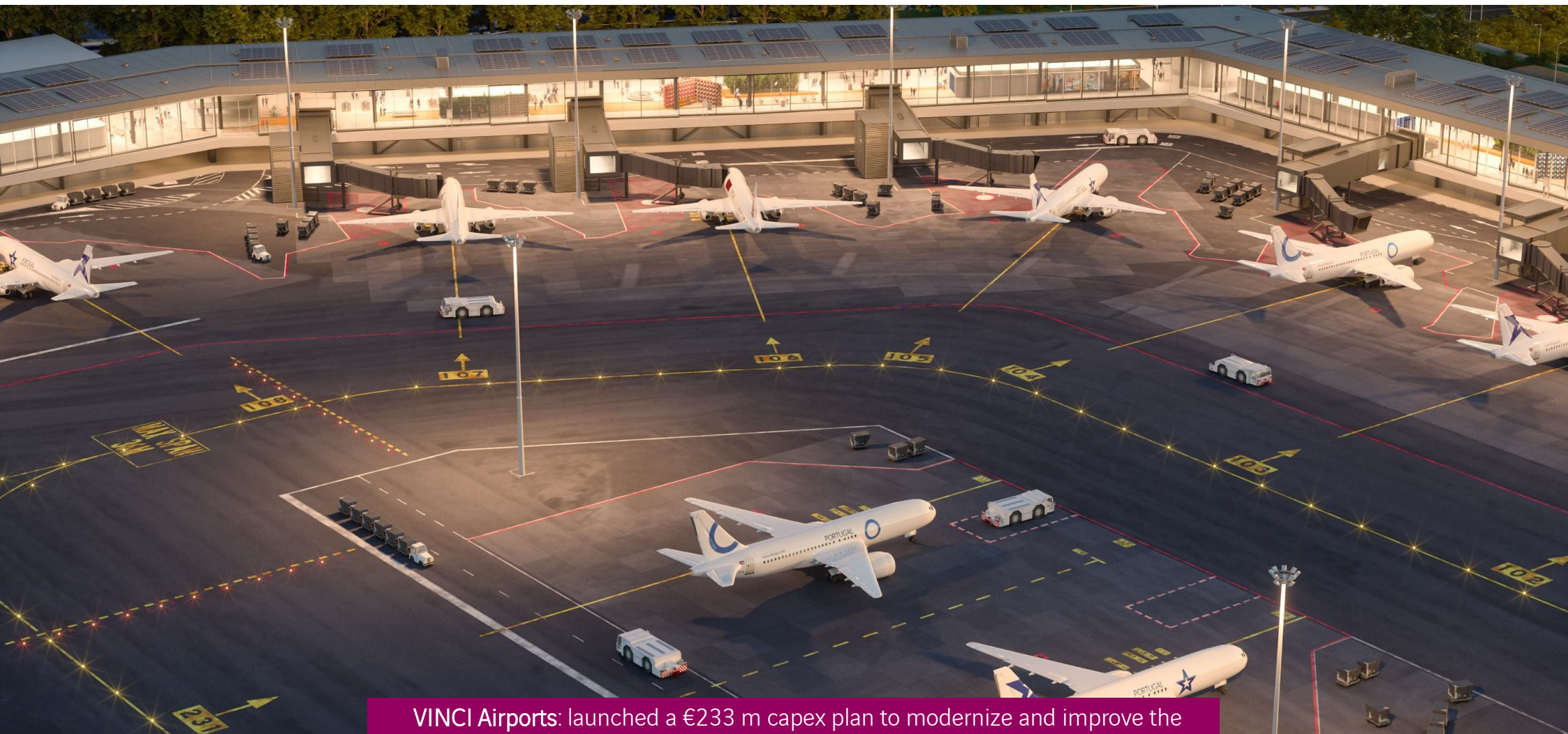
Additional information on the factors that could have an impact on VINCI's financial results is contained in the documents filed by the Group with the French securities regulator (AMF) and available on the Group's website at [www.vinci.com](http://www.vinci.com) or on request from its head office.





VINCI Autoroutes: ~2,100 charging points in our networks at the end of 2024, of which 90% ultra-fast





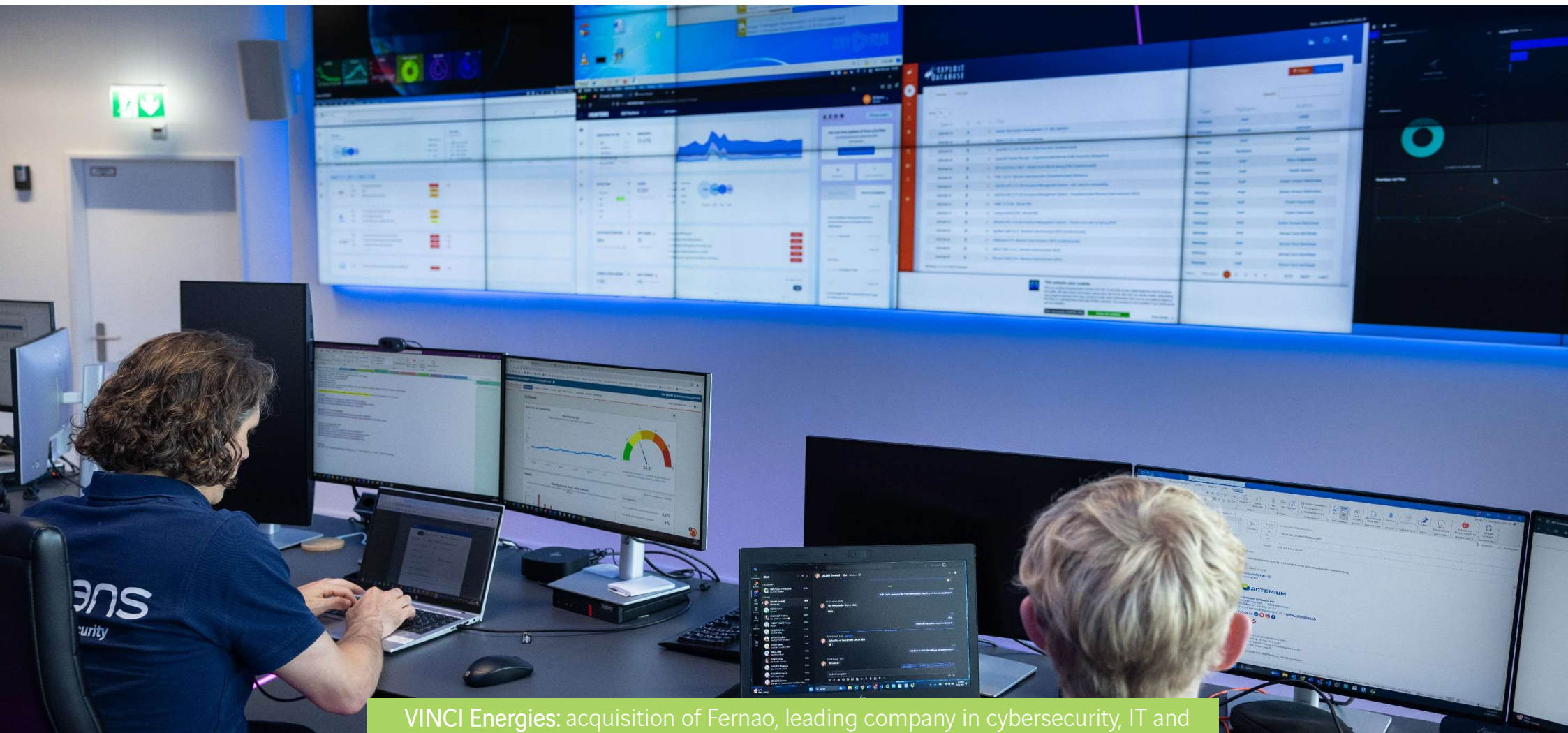
VINCI Airports: launched a €233 m capex plan to modernize and improve the quality of service of Lisbon Humberto Delgado airport (Portugal)





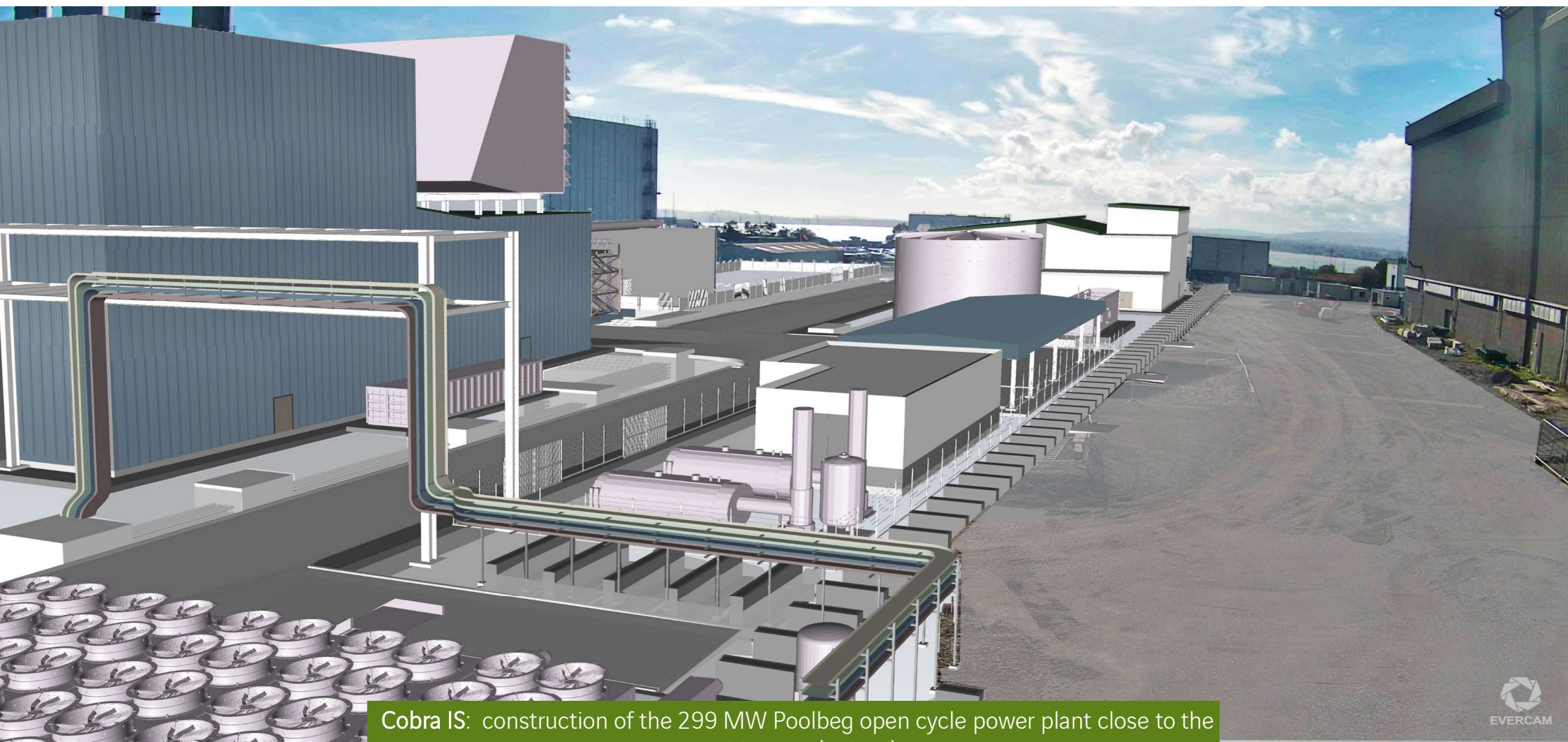
VINCI Highways: winning of a 30-year concession for the BR-040 highway, ~600-km long (Brazil)





VINCI Energies: acquisition of Fernao, leading company in cybersecurity, IT and cloud services in Germany and Switzerland





Cobra IS: construction of the 299 MW Poolbeg open cycle power plant close to the Dublin port (Ireland)







VINCI Construction: contract to upgrade and extend wastewater treatment facilities in Canberra (Australia)





VINCI Immobilier: Inauguration of the Bay House luxury residence (Monaco)



# 1

## **FY 2024 highlights**

Xavier Huillard

Chairman and Chief Executive Officer



# FY 2024 highlights



Record-high free cash flow

Growth in revenue and earnings



**VINCI Autoroutes:** stable traffic overall despite farmers' blockades in H1



**VINCI Airports:** pax numbers up – Covid now behind us



**VINCI Highways:** strengthening of its international footprint



**VINCI Energies:** revenue and operating margin increase



**Cobra IS:** revenue and operating margin up



**VINCI Construction:** slight revenue growth and further improvement of operating margin



Increasing share of international, now accounting for more than 50% of the Group's net income



Major M&A development, primarily in concessions



2025 outlook: further increase expected in revenue and earnings excluding the impact of a higher corporate taxation in France



Dividend proposed for 2024: €4.75 per share



# FY 2024 Group key figures

Data in € million (unless otherwise specified)

Δ FY 2024/FY 2023	Revenue	Ebit	Ebitda*	Free cash flow
	71,623 +4% (+3% lfl)	8,997 +8%	12,689 +6%	6,808 +€179 m
Δ FY 2024/FY 2023 (excl. TEITLD)**	Net income	Diluted net income/share (€)	Dividend proposed (€)	Net financial debt
	4,863 +3%	8.43 +3%	4.75 +6%	(20,415) increase of 4,289 vs 31 Dec. 2023
	5,147 ** +9%			

\* Cash flow from operations before tax and financing costs

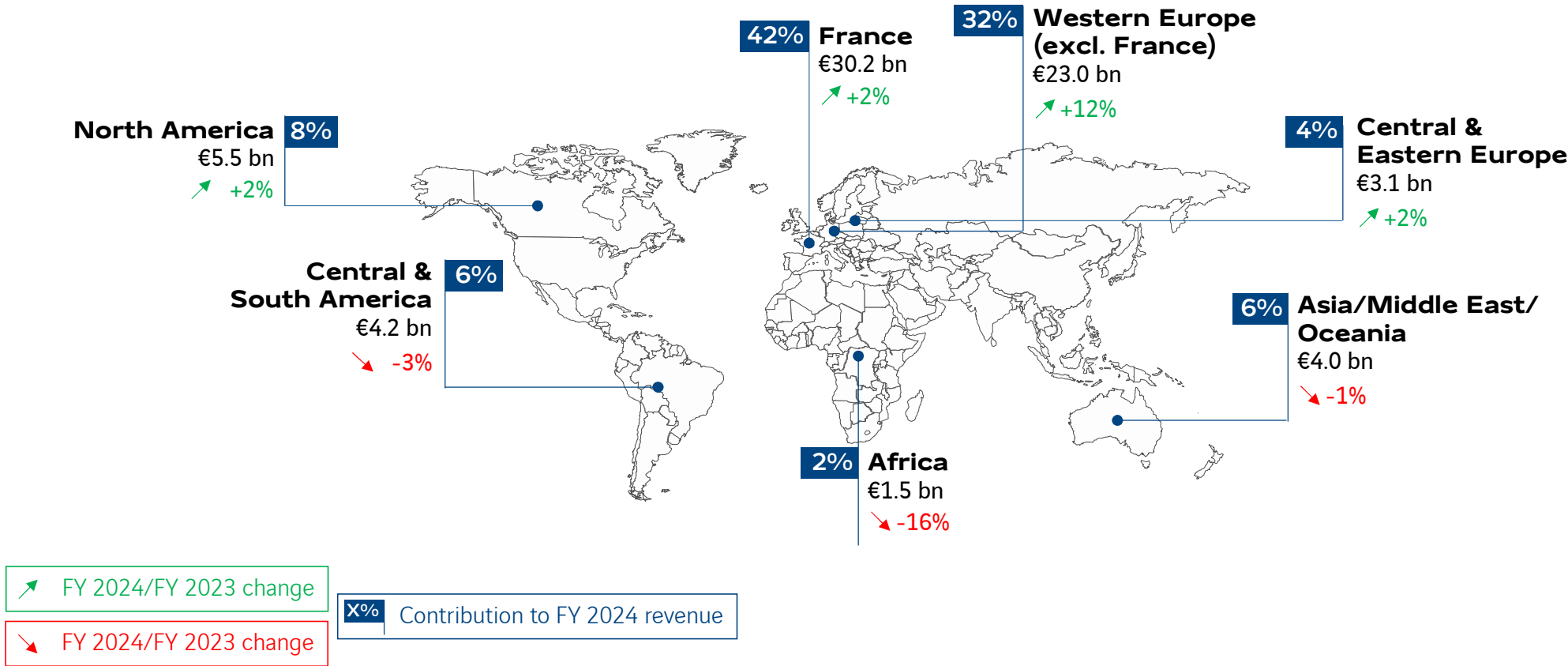
\*\* excluding TEITLD, i.e. the new tax on long-distance transport infrastructure in France (in 2024, negative P&L impact of €284 m)

2024 FULL YEAR RESULTS





# International: 58% of FY 2024 revenue





# VINCI Autoroutes

## Key takeaways

- Dynamic traffic levels in Q4 24 (+2.1% vs Q4 23):
  - LV: +2.3%
  - HV: +1.0%
- FY 2024 traffic levels stable overall (LV +0.1% / HV -0.8%) despite the negative impact of farmers' blockades\* in H1 2024
- FY 2024 earnings down YoY due to the new tax on French motorways (negative impact of €284 million)

\* The disruptions took place from late January until early March then in early June, to varying degrees

\*\* TEITLD: name of the new tax on long-distance transport infrastructure in France



Δ FY 2024/FY 2023

Revenue

**€6,585 m**

+4.1%

Ebitda

**€4,662 m**

-€21 m

Ebitda  
(excl. TEITLD\*\*)

**€4,946 m**

+€263 m

Total traffic  
change

**0.0%**

Of which:



+0.1%



-0.8%

2024 FULL YEAR RESULTS





# VINCI Airports

## Key takeaways

- Q4 24 traffic: +7.6% vs Q4 23, +7.9% vs Q4 19
- FY 24 traffic levels up 8.5% vs FY 23 and up 3.7% vs FY 19
  - Traffic improvement in almost all the 14 countries of the VINCI Airports' network
  - Record-high passenger numbers at Budapest\*\* and Edinburgh airports (the two latest acquisitions), in Portugal, Serbia, Dominican Republic, Chile\*\* and Cape Verde
- Intense year in M&A
- Record-high Ebitda margin at 63.7% (+0.5 pt vs FY 23)
- Free cash flow above €1 bn

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

\*\* Equity-accounted



Δ FY 2024/FY 2023

Δ FY 2024/FY 2019

### Revenue

**€4,526 m**

+15% (+11% lfi)  
+72%

### Ebitda

**€2,883 m**

+€388 m  
+€1,417 m

### Ebitda/Revenue

**63.7%**









vs 63.2% in FY 23  
vs 55.7% in FY 19

VINCI Airports passenger numbers in FY 2024  
(vs FY 2019)

Total

**318 mpax\***

Of which:

Portugal		<b>69.2 mpax</b> +17%
UK		<b>65.8 mpax</b> -3%
Mexico		<b>26.6 mpax</b> +15%
France		<b>19.0 mpax</b> -11%
Serbia		<b>8.4 mpax</b> +36%
Dom. Rep.		<b>6.8 mpax</b> +22%
Japan**		<b>49.4 mpax</b> -5%
Hungary**		<b>17.5 mpax</b> +9%

2024 FULL YEAR RESULTS





# VINCI Highways

## Key takeaways

- Strengthening of VINCI Highways international\*\* footprint:
  - In April 2024, acquisition of Northwest Parkway in Denver (USA)
  - In August 2024, winning of a 30-year concession for the BR-040 highway, nearly 600-km long (Brazil). Start of operations in Q1 2025
  - In December 2024, commissioning of the D4 in Czech Republic - the first motorway PPP ever implemented in the country - after 4 years of works done by VINCI Construction. The contract runs until 2049
  - In December 2024, acquisition of an additional 6.1% stake in Olympia Odos\*, concessionaire company of the Athens-Corinth-Patras motorway in Greece



Δ FY 2024/FY 2023

Revenue

**€403 m**

+15% (+7.5% Ifl)

Ebitda

**€198 m**

+€26 m

Ebitda/Revenue

**49.0%**

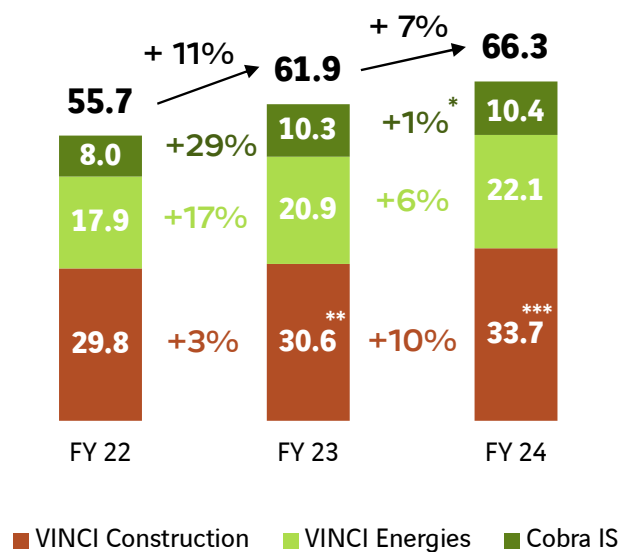
vs 48.8% in FY 23



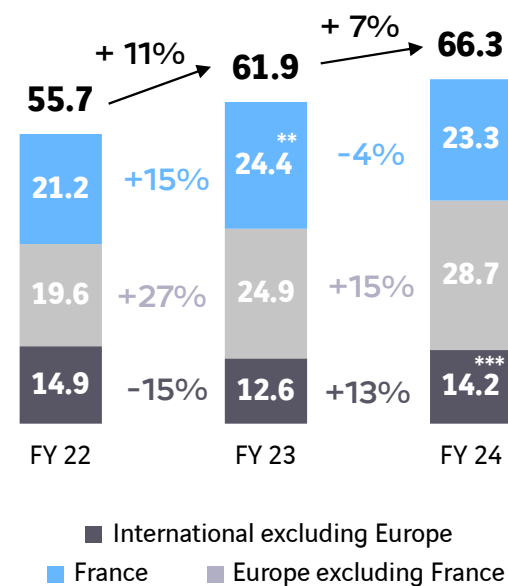
# Order intake

VINCI order intake at €66.3 bn (+7% yoy), up in each division

By business line (in € billion)



By geographical area (in € billion)



\* Of which contracts for offshore windfarms energy converter platforms to be designed, built and installed in the North Sea of around €4 bn in both 2023 and 2024

\*\* Of which the design-build contract for a section of Line 15 West of the Grand Paris Express project (€1.4 bn)

\*\*\* Of which the design-build contract for the extension of the Chicago's Red Line (€1.1 bn)

# VINCI Energies

## Key takeaways

- Revenue up vs FY 2023 (+5% actual, +4% lfl), activity up for each of the 4 business lines\*
  - International revenue up 8% (+5% lfl), of which up 12% in Q4 (+8% lfl). Buoyant activity levels in most geographies
  - France revenue up 2% (actual and lfl), despite high base for comparison
- Record high order intake in FY 24 (€22.1 bn, +6% yoy)
  - Solid flow business order intake overall
  - Several large contracts won in the **electrical infrastructure**, **data centers** and **defence** sectors, both in France and abroad
- Ebit margin up at 7.2% (+20 bps vs FY 23)
- M&A: 34 acquisitions closed in 2024, representing ~€740 m of revenue on a full-year basis (o/w ~€680 m outside France)
  - Main one is **Fernao**, leading company in cybersecurity in **Germany** and **Switzerland**



Δ FY 2024/FY 2023

Revenue

**€20,373 m**

+5.4% (+3.9% lfl)

Ebit

**€1,474 m**

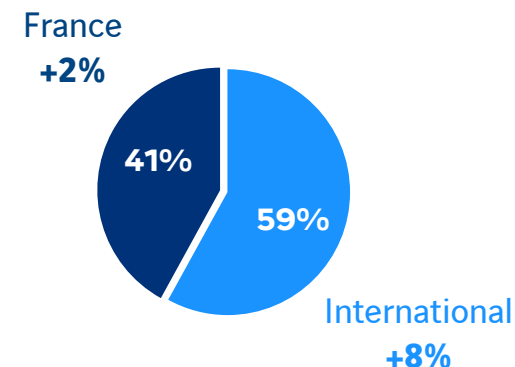
+€118 m

Ebit/Revenue

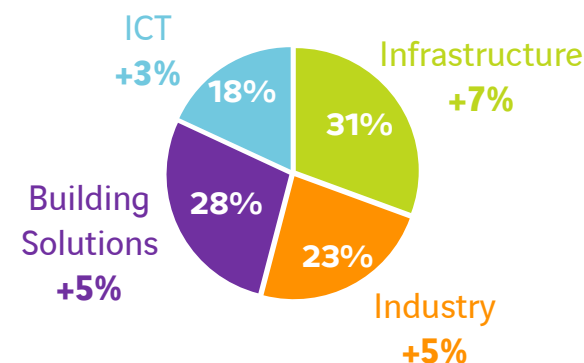
**7.2%**

vs 7.0% in FY 23

Revenue change vs FY 23 and split by geographical area



Revenue change vs FY 23 and split by business line





# Cobra IS

## Key takeaways

- Revenue up 9% vs FY 2023 of which +22% in Q4:
  - Spain revenue up 13%, driven by good momentum in flow business
  - Outside Spain revenue up 7% (actual and lfi), with a strong rebound in Q4 (+26%), driven by the startup of several EPC\* projects
- FY 24 order intake maintained at a high level (€10.4 bn, +1% yoy), fuelled by both flow business and EPC projects
- EBIT margin up at 7.8% (+30 bps vs FY 23)
- Photovoltaic assets portfolio at year-end 2024:
  - 0.6 GW in production
  - 2.9 GW under construction: 1.4 GW in Brazil, >1.2 GW in Spain and ~0.3 GW in the USA



Δ FY 2024/FY 2023

### Revenue

**€7,105 m**

+9.4% (+8.6% lfi)

### Ebit

**€553 m**

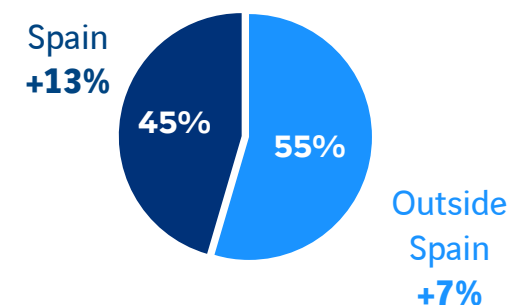
+€63 m

### Ebit/Revenue

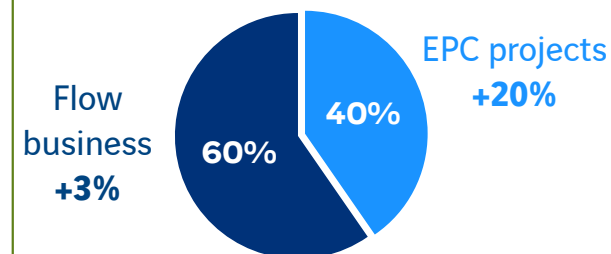
**7.8%**

vs 7.5% in FY 23

Revenue change vs FY 23 and split by geographical area



Revenue change vs FY 23 and split flow business / EPC projects

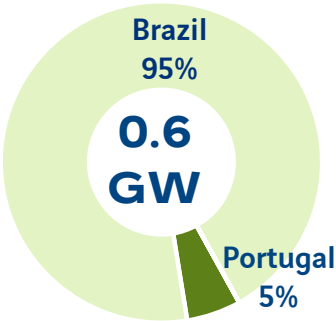


# Cobra IS: 3.5 GW in operation or under construction

At the end of December 2024

## Assets in operation

By geography



100%  
Solar PV

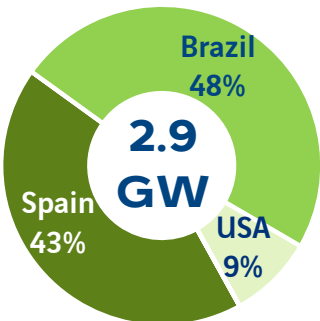
Total CAPEX €0.4 bn

## Main assets in operation

Name	Country	Techno	Capacity
Belmonte	Brazil	Solar PV	570 MW

## Assets under construction

By geography



>99%  
Solar PV

Total CAPEX  
≤ FY 24 €0.9 bn  
≥ FY 25 €1.2bn\*

## Main assets in construction

Name	Country	Techno	Capacity	CoD**
Cristino Castro	Brazil	Solar PV	765 MW	2026
Raios de Parnaiba	Brazil	Solar PV	401 MW	2025
Mundo Novo	Brazil	Solar PV	211 MW	2025
Texas (2 projects)	USA	Solar PV	248 MW	2026
Salinas	Spain	Solar PV	140 MW	2026

\* Estimated amount  
\*\* Estimated year of commissioning



# VINCI Construction

## Key takeaways

- Revenue up 1% vs FY 2023 (actual and lfi)
- France: revenue up 2%
  - Good activity levels in roadworks, hydraulic and rail works
  - Decline in civil engineering due to the phasing of the works on Grand Paris Express
  - Buildings activity sustained by rehabilitation works and public buildings
- International: revenue flat (-1% lfi). Activity significantly down in Africa and impacted by the phasing\* of large projects
- FY 2024 order intake at €33.7bn (+10% vs FY 23)
- Ebit margin up at 4.1% (+10 bps vs FY 23)
- Strengthening of its North American footprint with several acquisitions closed in FY 2024 (~€230 m revenue on a FY basis)
- Acquisition of FM Conway Limited (closed in January 2025) in the United Kingdom (almost €700 m revenue on a FY basis)



Δ FY 2024/FY 2023

### Revenue

**€31,784 m**

+1.0% (+0.6% lfi)

### Ebit

**€1,304 m**

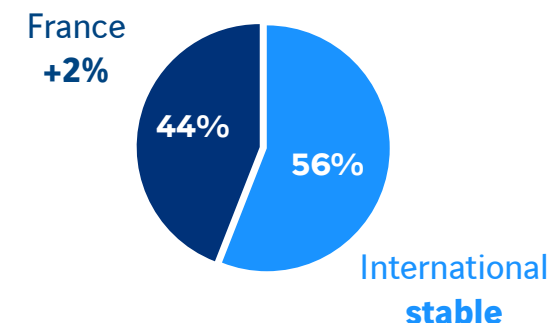
+€44 m

### Ebit/Revenue

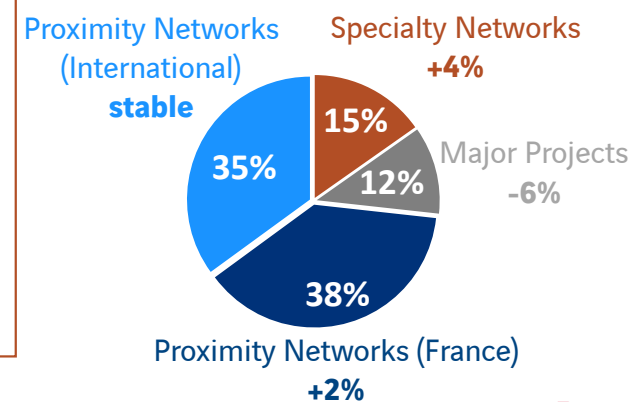
**4.1%**

vs 4.0% in FY 23

Revenue change vs FY 23 and split by geographical area



Revenue change vs FY 23 and split by subdivisions



# VINCI Immobilier

## Key takeaways

- FY 24 consolidated revenue: €1.1 bn (-7% vs FY 23)
  - Slightly up in Q4 24 (+1.7% vs Q4 23)
- In a soft market situation, housing reservations in France are up 14% vs FY 23, driven by block sales to social institutions
- Ebit\* still negative (€(57) m in FY 24) due to value adjustments made in particular on a few non-residential projects and the redundancy plan charge implemented this year
  - Excluding those items, VINCI Immobilier's operating earnings turns slightly positive in FY 24



Δ FY 2024/FY 2023

Revenue

€1,143 m

-7%

ROI\*

€(40) m

-€12 m

Managed  
Revenue\*\*

€1,334 m

-7%

Housing unit  
reservations  
(France)

4,816

+14%

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

\*\* Including VINCI Immobilier's share in joint development operations



# 2

## **FY 2024 financial data**

Christian Labeyrie  
Executive Vice President  
and Chief Financial Officer

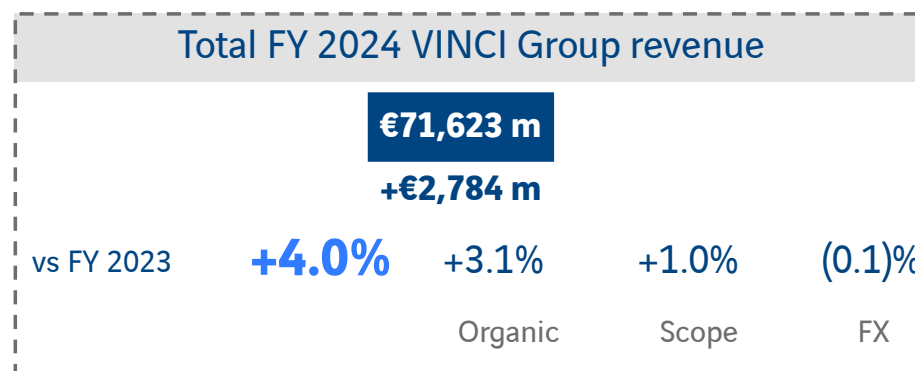
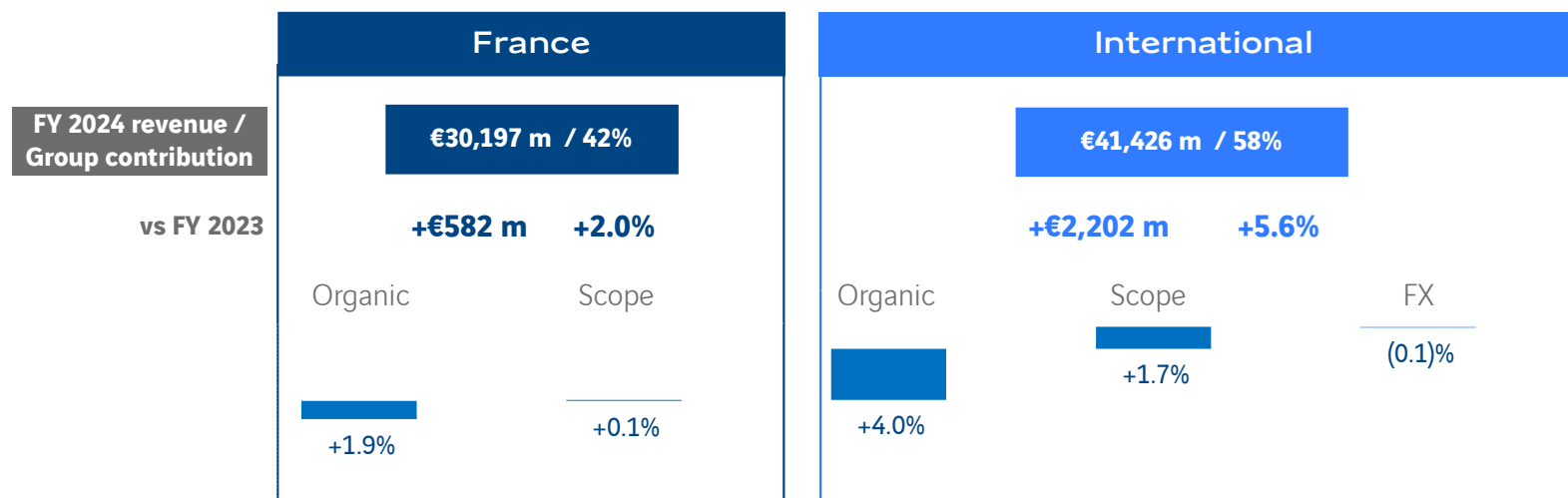
# Consolidated revenue change by division

	VINCI Autoroutes	VINCI Airports & other concessions *	VINCI Energies	Cobra IS	VINCI Construction	VINCI Immobilier
<b>FY 2024 revenue</b>	<b>€6,585 m</b>	<b>€5,066 m</b>	<b>€20,373 m</b>	<b>€7,105 m</b>	<b>€31,784 m</b>	<b>€1,143 m</b>
<b>vs FY 2023</b>	<b>+€261 m</b>	<b>+€458 m +9.9%</b>	<b>+€1,046 m +5.4%</b>	<b>+€610 m, +9.4%</b>	<b>+€325 m +1.0%</b>	<b>€(88) m</b>
		o/w VINCI Airports: +€579 m, +14.7%				
		Organic Scope FX	Organic Scope FX	Organic Scope FX	Organic Scope FX	
		+6.2% +3.6% +0.1%	+3.9% +1.6% (0.1)%	+8.6% +1.0% (0.2)%	+0.6% +0.5% (0.1)%	(7.2)%
		+11.0% +3.5% +0.2%				

Total FY 2024 VINCI Group revenue				
	<b>€71,623 m</b>			
	<b>+€2,784 m</b>			
vs FY 2023	<b>+4.0%</b>	+3.1%	+1.0%	(0.1)%
		Organic	Scope	FX



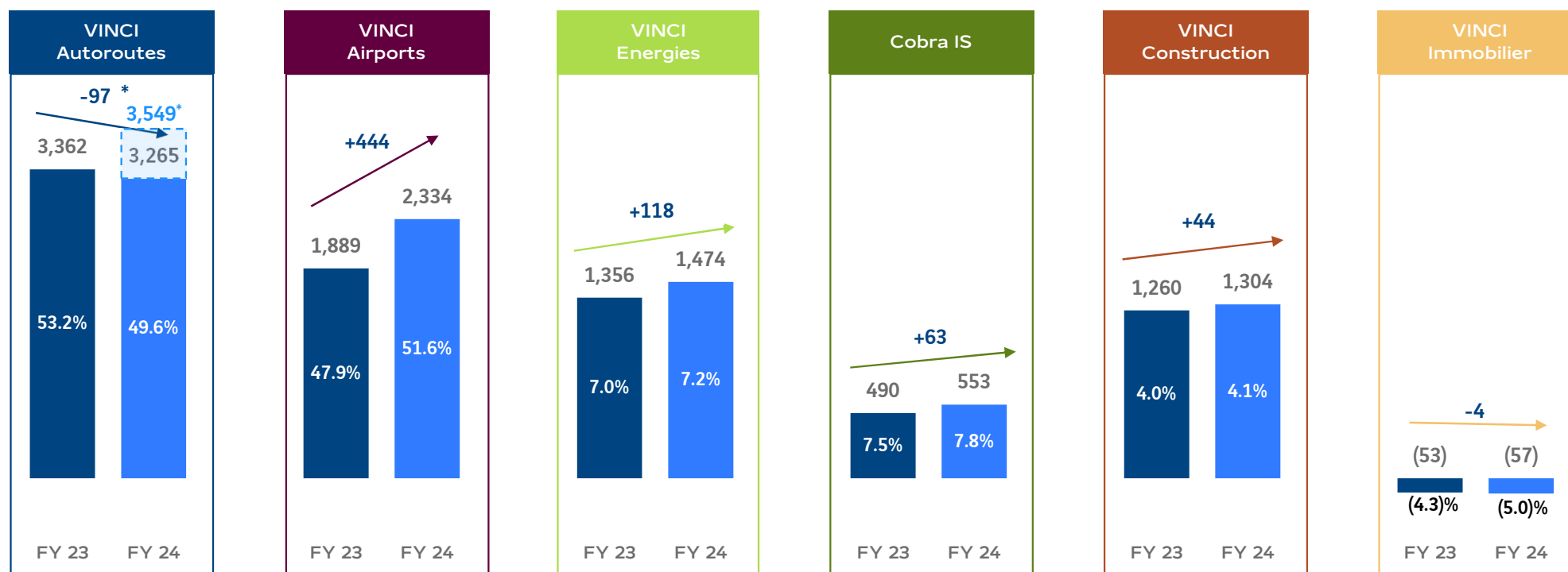
# Consolidated revenue change by geographical area



# Operating income from ordinary activities (Ebit): good improvement overall, despite the new tax impacting VINCI Autoroutes

VINCI Group Ebit: €8,997 million (+€640 vs FY 23, ie +7.7%)

Ebit margin: 12.6% (+50 bp vs FY 23)





# Income statement

(in € million)	FY 2024	FY 2023	Δ 2024/2023	Δ (€m)
<b>Operating income from ordinary activities (Ebit)</b>	<b>8,997</b>	<b>8,357</b>	<b>+7.7%</b>	<b>+640</b>
% of revenue	12.6%	12.1%		
Share-based payment expense (IFRS 2)	(462)	(360)		
Profit/loss of equity-accounted cos. & miscellaneous	316	178		
<b>Recurring operating income</b>	<b>8,850</b>	<b>8,175</b>	<b>+8.3%</b>	<b>+675</b>
Non-recurring operating items	(68)	(105)		
<b>Operating income</b>	<b>8,783</b>	<b>8,071</b>	<b>+8.8%</b>	<b>+712</b>
Cost of net financial debt	(1,191)	(894) <sup>1</sup>		
Other financial income and expenses <sup>2</sup>	(217)	(157)		
Income tax	(2,102)	(1,917)		
Non-controlling interests	(410)	(400)		
<b>Net income attributable to owners of the parent</b>	<b>4,863</b>	<b>4,702</b>	<b>+3.4%</b>	<b>+161</b>
<b>of which international activities</b>	<b>53%</b>	<b>47%</b>		
Diluted earnings per share (in €)	8.43	8.18	<b>+3.2%</b>	<b>+0.26</b>

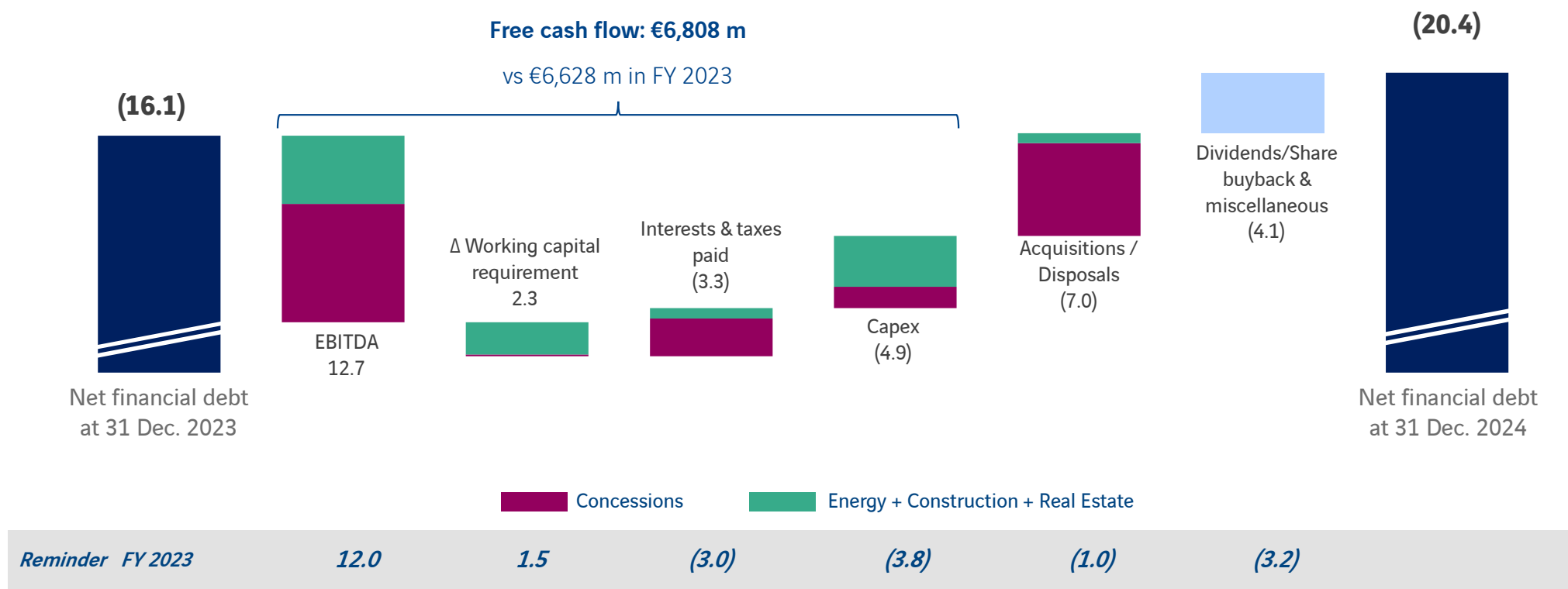
(1) Including the non-recurring positive impact of €167 million linked to the restructuring of the acquisition debt of London Gatwick in 2023

(2) Of which changes in fair value of ADP shares owned by the Group (€(44) million in 2024, €(63) million in 2023)

2024 FULL YEAR RESULTS



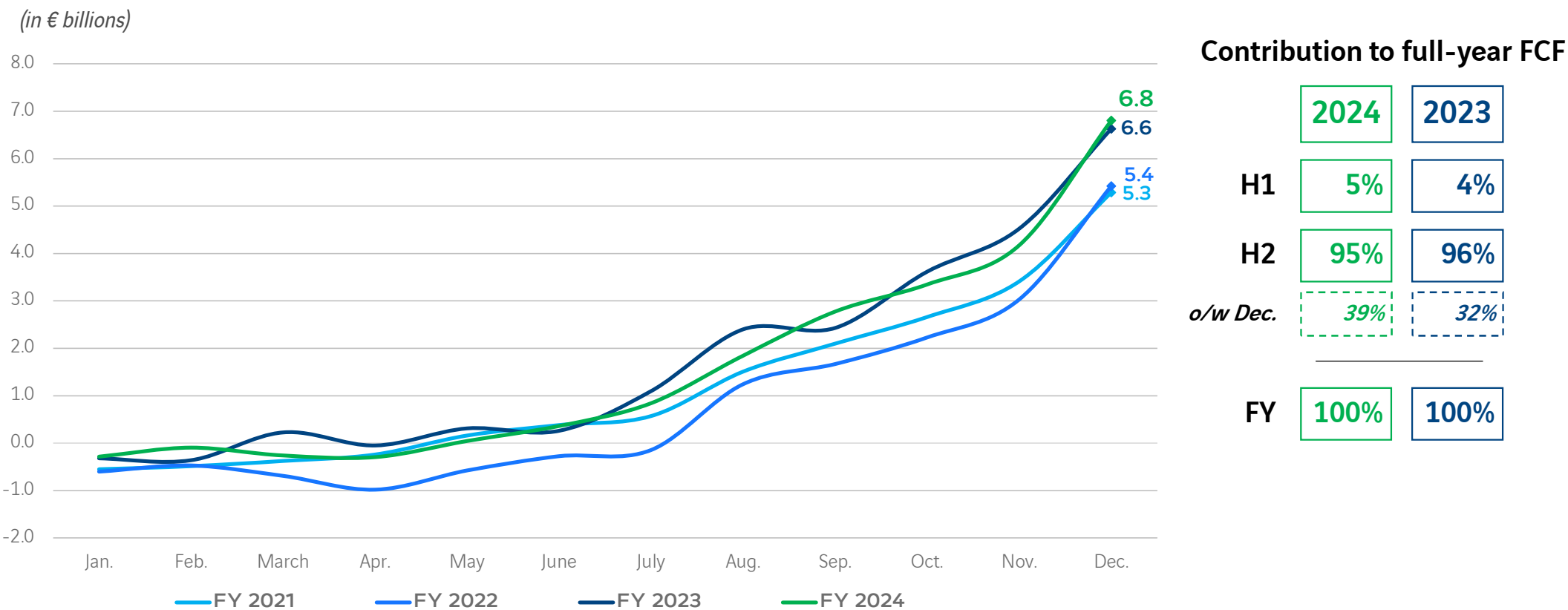
# Increase in net financial debt during FY 2024 (€4.3 bn) driven by significant M&A investments





# Cumulative free cash flow over the year

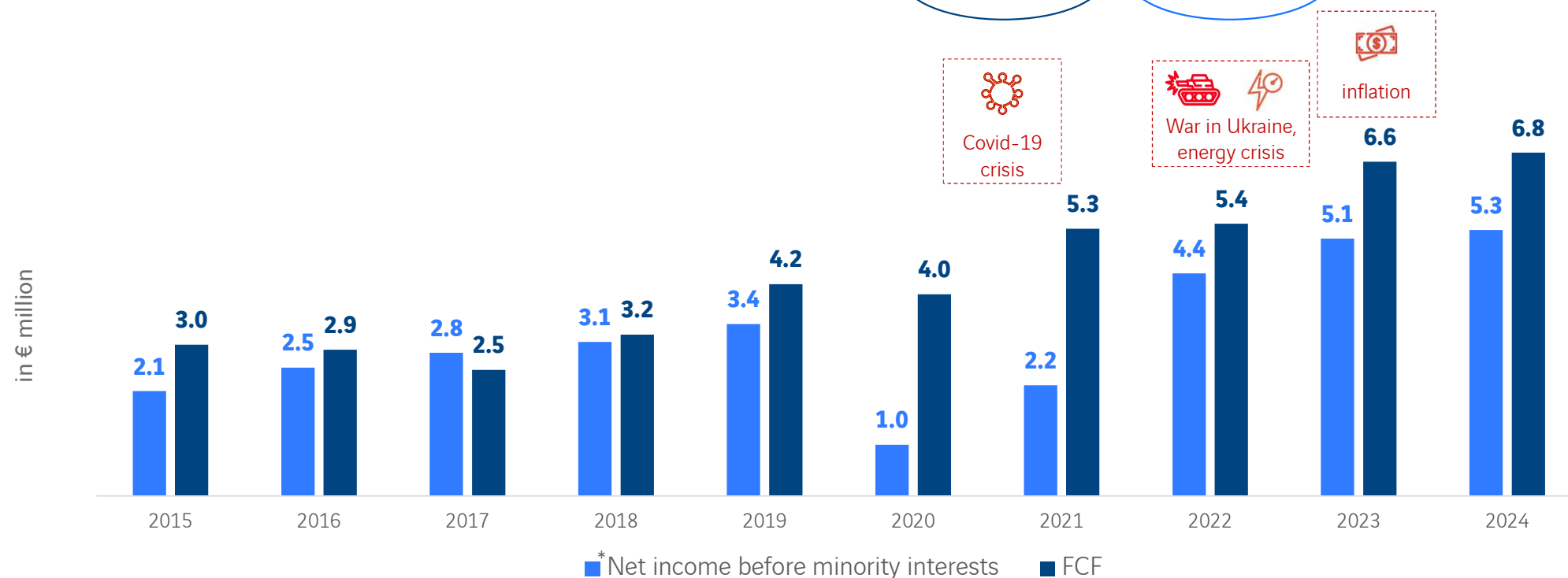
Seasonal development of free cash flow, December contributing significantly to the annual amount



# Strong FCF generation and high level of cash conversion

Free cash flow generation 2015 to 2024: €44.0 bn total

FCF 10-year CAGR **+12%**  
Net income\* 10-year CAGR **+8%**



# Consolidated balance sheet

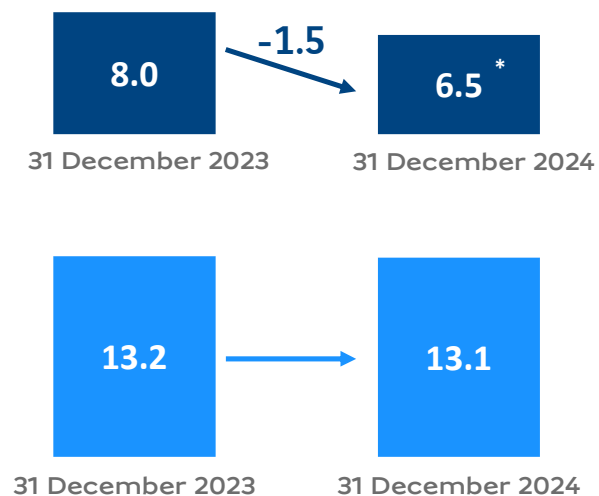
(in € million)	31 Dec. 2024	31 Dec. 2023	$\Delta$ 31 Dec. 24 / 31 Dec. 23
Non-current assets – Concessions	50,182	43,955	+6,227
Non-current assets – Energy, Construction and misc.	26,516	24,074	+2,442
WCR, provisions and other current assets & liabilities	(17,296)	(15,176)	-2,120
<b>Capital employed</b>	<b>59,401</b>	<b>52,853</b>	<b>+6,548</b>
<i>Of which France</i>	38%	44%	
<i>Of which International</i>	62%	56%	
Equity	(34,032)	(32,040)	-1,992
<i>O/w minority interests</i>	(4,085)	(3,928)	-157
Lease debt	(2,587)	(2,247)	-340
Non-current provisions and misc. long-term liabilities	(2,367)	(2,439)	+73
<b>Long-term resources</b>	<b>(38,986)</b>	<b>(36,727)</b>	<b>-2,260</b>
Long-term gross financial debt	(33,496)	(29,298)	-4,198
Net cash managed	13,081	13,172	-91
<b>Net financial debt</b>	<b>(20,415)</b>	<b>(16,126)</b>	<b>-4,289</b>
<i>(Net financial Debt) / (EBITDA) multiple</i>	1.6x	1.3x	



# Sound financial situation

## High level of liquidity

Data in € billion



- Net cash managed
- Unused confirmed bank credit facility

## Solid credit rating

**S&P Global**  
Ratings



**A- Outlook stable**  
Confirmed for VINCI in July 2024

**MOODY'S**



**A3 Outlook stable**  
Confirmed for VINCI in June 2024

# Optimised financing and dividends flows

## €4.1 bn of new financing raised by the Group in 2024

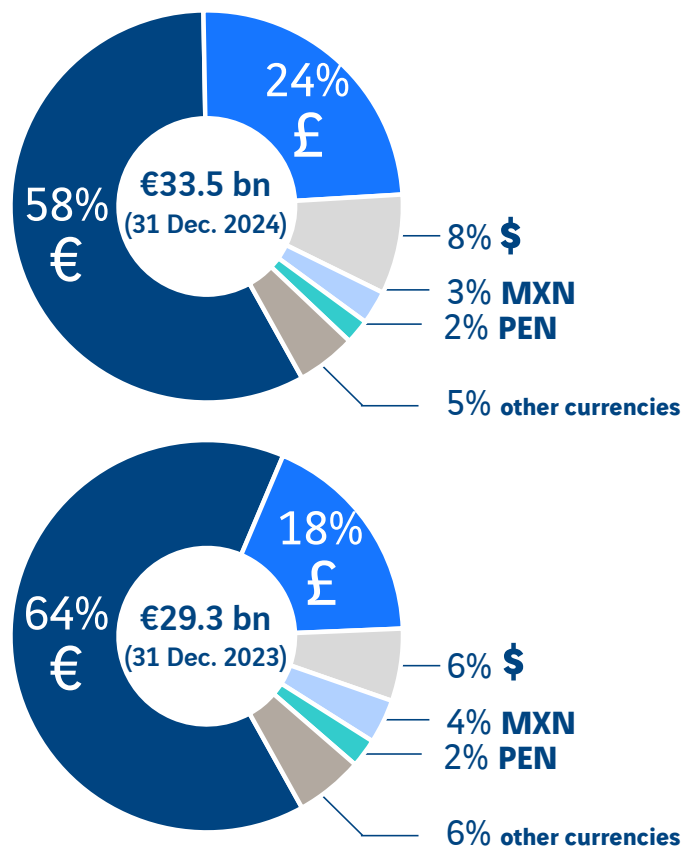
- In 2024, **VINCI SA** has issued **€1.2 bn** of debt through **7 private placements** bearing an average maturity of **3.1 years** and carrying an average annual yield of **3.36%**
- **July 2024: Aerodom successfully refinanced its existing bonds** with a **\$500 m bond (10-year maturity, annual coupon of 7.0%)** and a **\$400 m bank term loan (5-year maturity, variable rate at SOFR + 300 bps)**
- **October 2024: London Gatwick airport issued a €750 m sustainability-linked bond** (due to mature in October 2033, annual coupon of 3.625%)
- **November 2024: Edinburgh airport issued 5 bonds totalling £400 m** (£240 m with an average annual coupon of 6%, £160 m at variable rate), due to mature in **11 years on average**

## €0.7 bn of dividends pushed up from London Gatwick and Edinburgh airport

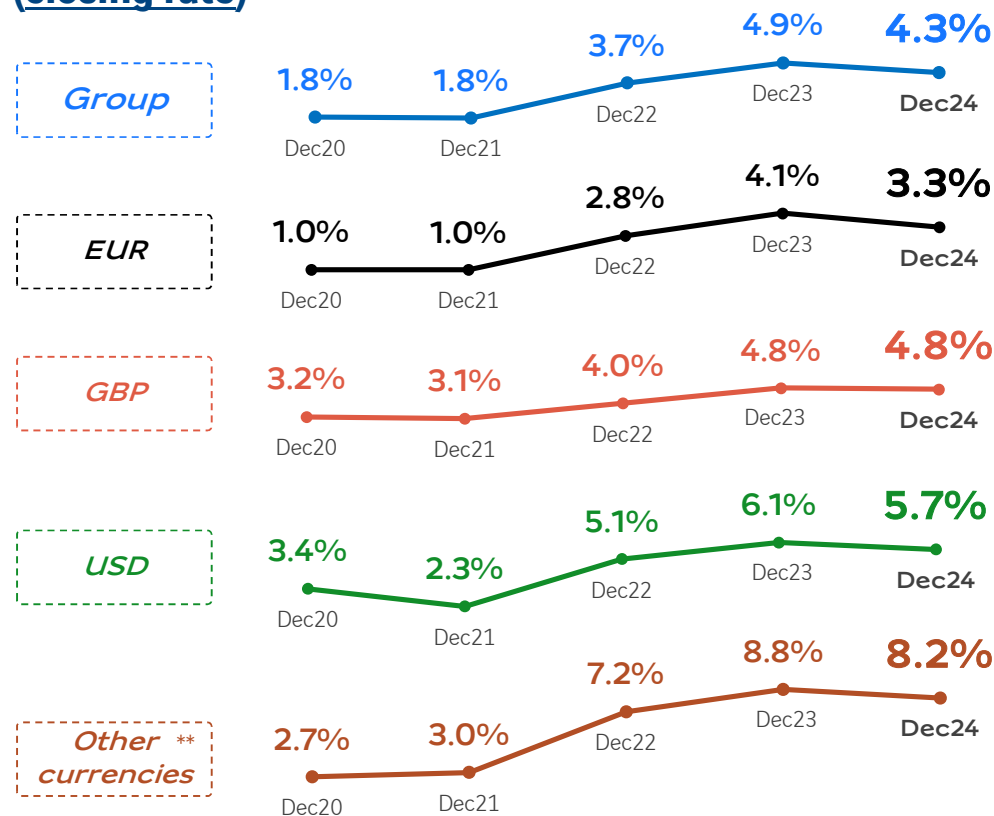
- **The refinancing transactions carried out by London Gatwick and Edinburgh airports** – made possible by their credit quality – have enabled them **to optimise their financial structure and return dividends to their shareholders of €1.3 billion** (nearly €0.7 billion to VINCI holding companies, including €0.5 billion from London Gatwick)

# Optimised cost of debt despite increasing weight of debt in currencies other than €

Breakdown of LT\* gross financial debt by currency



Cost of LT\* gross financial debt over the past 5 years (closing rate)



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# 3

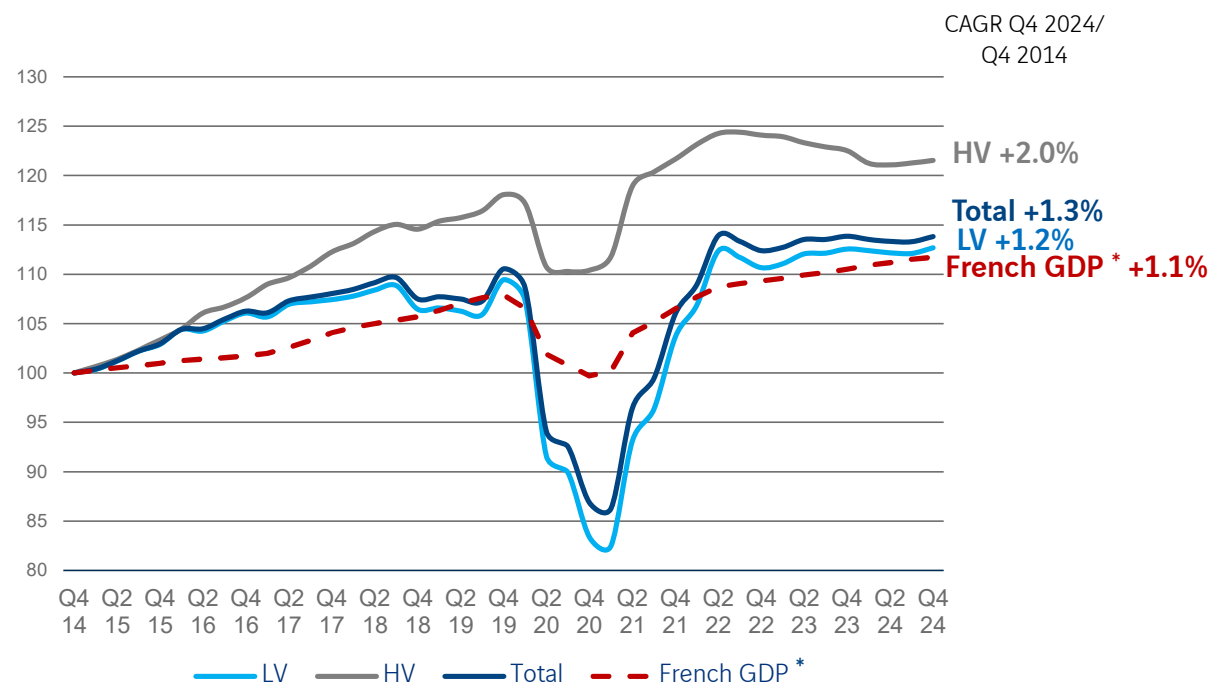
## Outlook and strategy

Xavier Huillard



Chairman and Chief Executive Officer

# VINCI Autoroutes traffic

VINCI Autoroutes - Rolling twelve-month traffic over 10 years



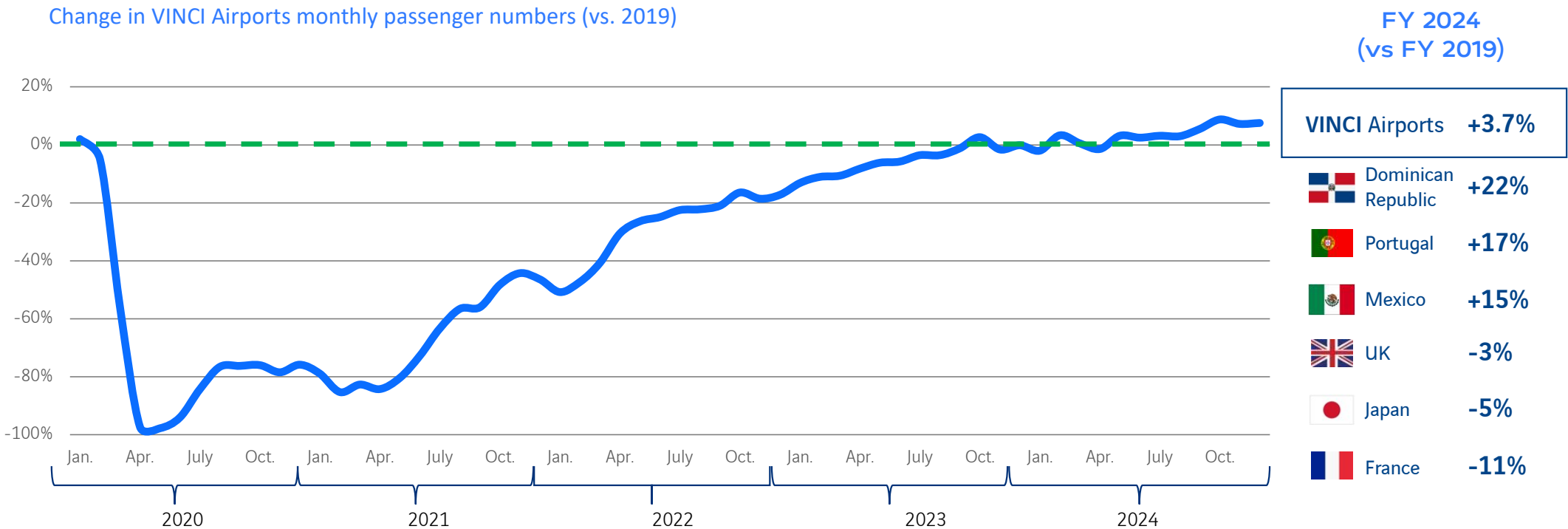
## FY 2024 VINCI Autoroutes traffic

	Total		
Δ FY 2024/FY 2023	0.0%	+0.1%	-0.8%
	Of which:		
ASF	-0.1%	+0.1%	-1.1%
Escota	+1.2%	+1.1%	+1.8%
Cofiroute (Intercity network)	-0.8%	-0.7%	-1.4%

\* Rolling twelve-month French GDP from Q4 14 to Q4 24. Source INSEE (the national statistic bureau of France), dataset GDP (volumes chained at previous year prices)

# VINCI Airports: overall, annual traffic levels now above 2019

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



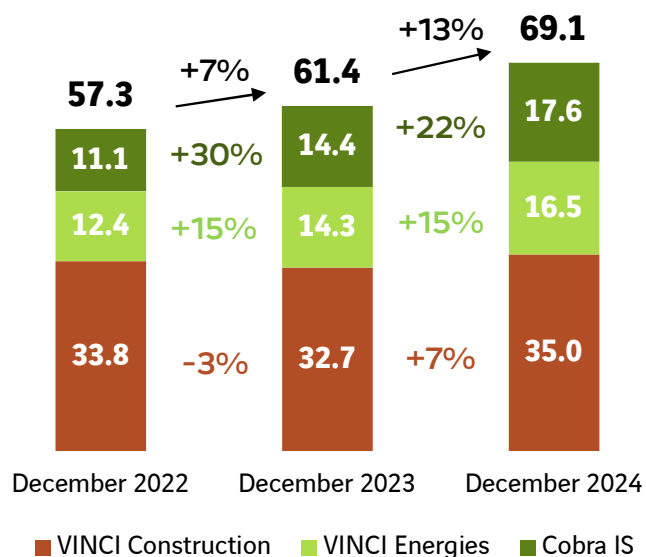
# All-time high order book, up 13% yoy at €69.1 bn

International accounts for 70% of the order book, of which:

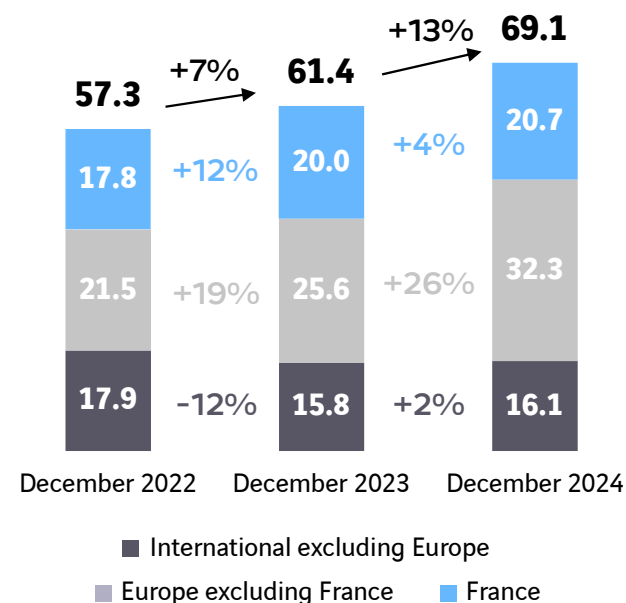
- Europe excl. France: 47%
- Rest of world: 23%

By business line (in € billion)

*Number of months  
of average business  
activity*



By geographical area (in € billion)





# FY 2025 guidance

## CONCESSIONS



**VINCI Autoroutes:** traffic levels slightly higher than those of 2024

**VINCI Airports:**

- Further YoY growth in passenger numbers, but probably more limited than in 2024 (+8.5% vs 2023)

## ENERGY



**VINCI Energies:**

- Revenue growth comparable to 2024
- Operating margin at least equal to that of 2024 (7.2%)

**Cobra IS:**

- Revenue of at least €7.5 bn
- While comforting its high operating margin (7.8% in 2024)

**Renewable energy portfolio:** total capacity - in operation or under construction - of around 5 GW at year-end (around +1.5 GW vs 2024 year-end)

## CONSTRUCTION



**VINCI Construction:**

- Revenue - including FM Conway - close to its 2024 level
- Further improvement in its operating margin (4.1% in 2024)

- 
- **Barring any exceptional event, the Group would expect its total revenue and earnings to rise again in 2025, before factoring in the increase in corporate tax rates in France \***

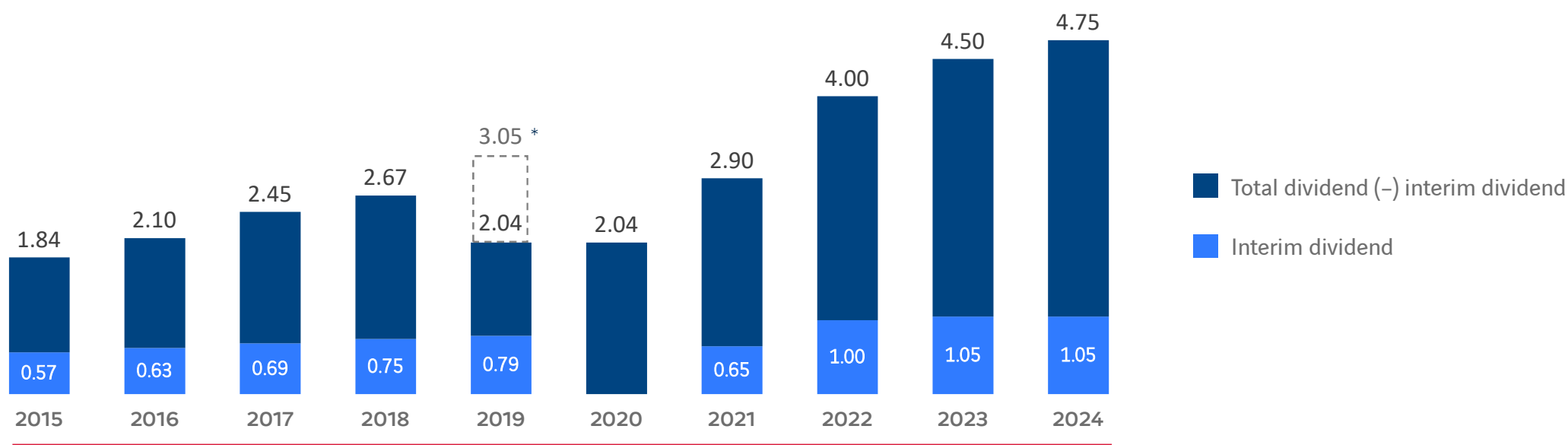
\* France's 2025 budget provides for a one-off increase in the corporate tax rate. As an initial estimate, the impact of this measure on VINCI's 2025 net income is an additional charge estimated at around €400 million, which would be paid in 2025.

# Dividend

2024 dividend per share  
(all-cash)

€4.75  
per share

22 April 2025 Ex-date  
24 April 2025 Payment date



Dividend per share since 2015 (in €)

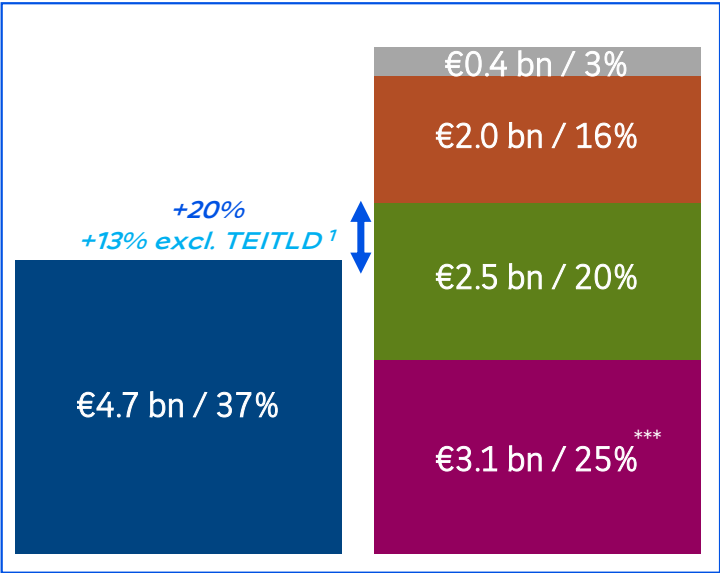
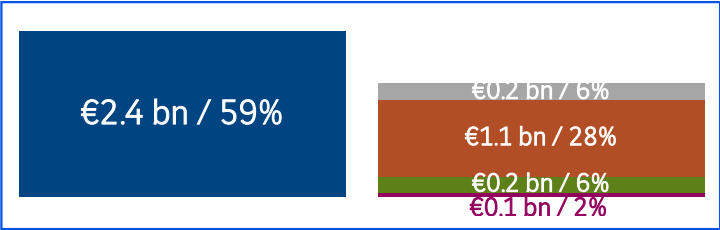
\* The 2019 dividend initially proposed in February 2020 was €3.05 per share: it was finally cut to €2.04 per share in Spring 2020 due to the Covid-19 pandemic

# Energy, VINCI Airports and other concessions now generate more Ebitda than VINCI Autoroutes

€12.7 bn

Group Ebitda breakdown in 2024

€4.0 bn  
Group Ebitda breakdown in 2006 \*



in details

+€8.7 bn



■ VINCI Autoroutes ■ VINCI Airports, VINCI Highways & other concessions ■ Energy (VINCI Energies + Cobra IS) ■ VINCI Construction ■ Other (real estate, holdings and misc. \*\*)

\* 2006 pro forma Ebitda figures as published in the presentation of the 2006 full year results, i.e. including the contribution of ASF/Escota (took over on 10 March 2006) over the full year

\*\* VINCI Park was disposed of in 2014

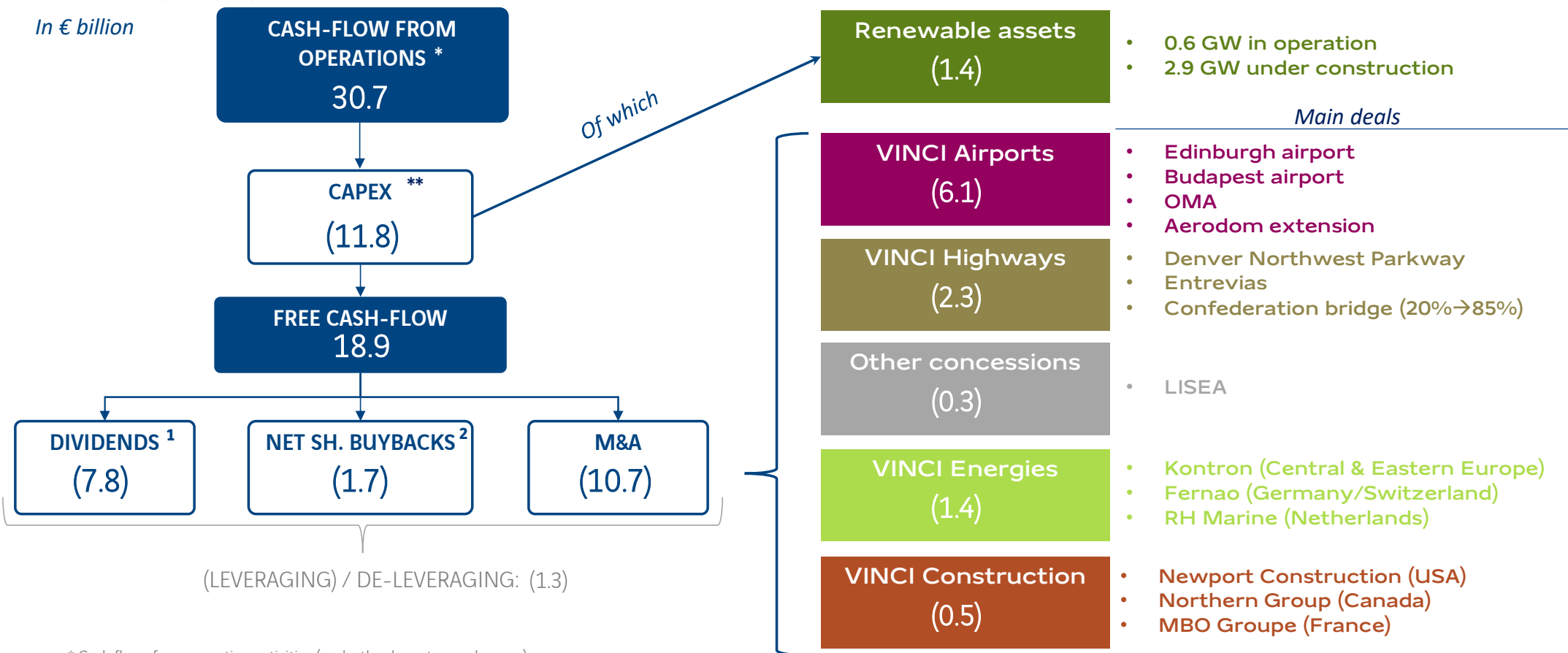
\*\*\* Of which VINCI Airports: €2.9 bn / 23%

(1) excluding the new tax on long-distance transport infrastructure in France (in 2024, negative P&L impact of €284 m)

# Capital allocation strategy execution

## Wrap-up of the last 3 years (2022-2024)

In € billion



\* Cash flows from operating activities (excl. other long-term advances)

\*\* Operating capex (net of disposals and other long-term advances) + Growth Capex + Repayment of lease debt and associated financial expenses

(1) Including dividends paid to non-controlling interests: €(1.2) bn over 2022-2024

(2) Shares buybacks (€(3.4)bn over 2022-2024) net of capital increases and other operations on capital (€1.7 bn over 2022-2024)

2024 FULL YEAR RESULTS







R E A L  
SUCCESS  
I S T H E  
SUCCESS  
YOU SHARE

# 4 Appendices

# FY 2024 financial data

# Consolidated revenue

in € million	FY 2024	FY 2023	Δ 2024/2023	
			Actual	Like-for-like
<b>Concessions*</b>	11,651	10,932	+6.6%	+5.0%
VINCI Autoroutes	6,585	6,324	+4.1%	+4.1%
VINCI Airports	4,526	3,947	+14.7%	+11.0%
VINCI Highways	403	352	+14.5%	+7.5%
Other concessions**	137	309	-55.5%	-56.2%
<b>VINCI Energies</b>	20,373	19,327	+5.4%	+3.9%
<b>Cobra IS</b>	7,105	6,495	+9.4%	+8.6%
<b>VINCI Construction</b>	31,784	31,459	+1.0%	+0.6%
<b>VINCI Immobilier</b>	1,143	1,231	-7.2%	-7.2%
<i>Eliminations</i>	(433)	(605)		
<b>Total revenue*</b>	<b>71,623</b>	<b>68,838</b>	<b>+4.0%</b>	<b>+3.1%</b>

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

\*\* Mainly VINCI Railways and VINCI Stadium

# Consolidated revenue - France

in € million	FY 2024	FY 2023	Δ 2024/2023	
			Actual	Like-for-like
<b>Concessions*</b>	7,046	7,004	+0.6%	+1.4%
VINCI Autoroutes	6,585	6,324	+4.1%	+4.1%
VINCI Airports	329	374	-11.9% <sup>1</sup>	+4.2%
Other concessions**	132	306	-56.8%	-57.1%
<b>VINCI Energies</b>	8,358	8,170	+2.3%	+1.8%
<b>Cobra IS</b>	52	50	+2.1%	+3.6%
<b>VINCI Construction</b>	14,005	13,678	+2.4%	+2.0%
<b>VINCI Immobilier</b>	1,090	1,222	-10.8%	-10.8%
<i>Eliminations</i>	(354)	(510)		
<b>Total revenue*</b>	<b>30,197</b>	<b>29,615</b>	<b>+2.0%</b>	<b>+1.9%</b>

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

\*\* Mainly VINCI Railways and VINCI Stadium

(1) Change in consolidation method for AGO (Aéroport du Grand Ouest) – the company that holds the concessions for Nantes Atlantique and Saint-Nazaire Montoir airports – from full consolidation to the equity method since 1 July 2024. AGO's revenue amounted to €54 million in the first half of 2024.



# Consolidated revenue - International

in € million	FY 2024	FY 2023	Δ 2024/2023	
			Actual	Like-for-like
<b>Concessions*</b>	4,605	3,928	+17.2%	+11.3%
VINCI Airports	4,196	3,573	+17.4%	+11.6%
VINCI Highways	403	352	+14.5%	+7.5%
Other concessions**	5	3		
<b>VINCI Energies</b>	12,015	11,157	+7.7%	+5.5%
<b>Cobra IS</b>	7,054	6,445	+9.4%	+8.6%
<b>VINCI Construction</b>	17,779	17,781	-0.0%	-0.6%
<b>VINCI Immobilier</b>	52	9	n.s.	n.s.
<i>Eliminations</i>	(79)	(96)		
<b>Total revenue*</b>	<b>41,426</b>	<b>39,224</b>	<b>+5.6%</b>	<b>+4.0%</b>

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

\*\* Mainly VINCI Railways and VINCI Stadium

# Ebitda

in € million	FY 2024	% of revenue*	FY 2023	% of revenue*	Δ 2024/2023
<b>Concessions</b>	7,773	66.7%	7,462	68.3%	+311
o/w VINCI Autoroutes	4,662 <sup>1</sup>	70.8%	4,683	74.0%	-21 <sup>1</sup>
o/w VINCI Airports	2,883	63.7%	2,495	63.2%	+388
o/w VINCI Highways	198	49.0%	172	48.8%	+26
<b>VINCI Energies</b>	1,794	8.8%	1,672	8.6%	+122
<b>Cobra IS</b>	702	9.9%	627	9.6%	+75
<b>VINCI Construction</b>	1,985	6.2%	1,905	6.1%	+80
<b>VINCI Immobilier</b>	2	0.2%	(13)	(1.1%)	+16
Holding companies	432		312		+120
<b>Ebitda</b>	<b>12,689</b>	<b>17.7%</b>	<b>11,964</b>	<b>17.4%</b>	<b>+725</b>

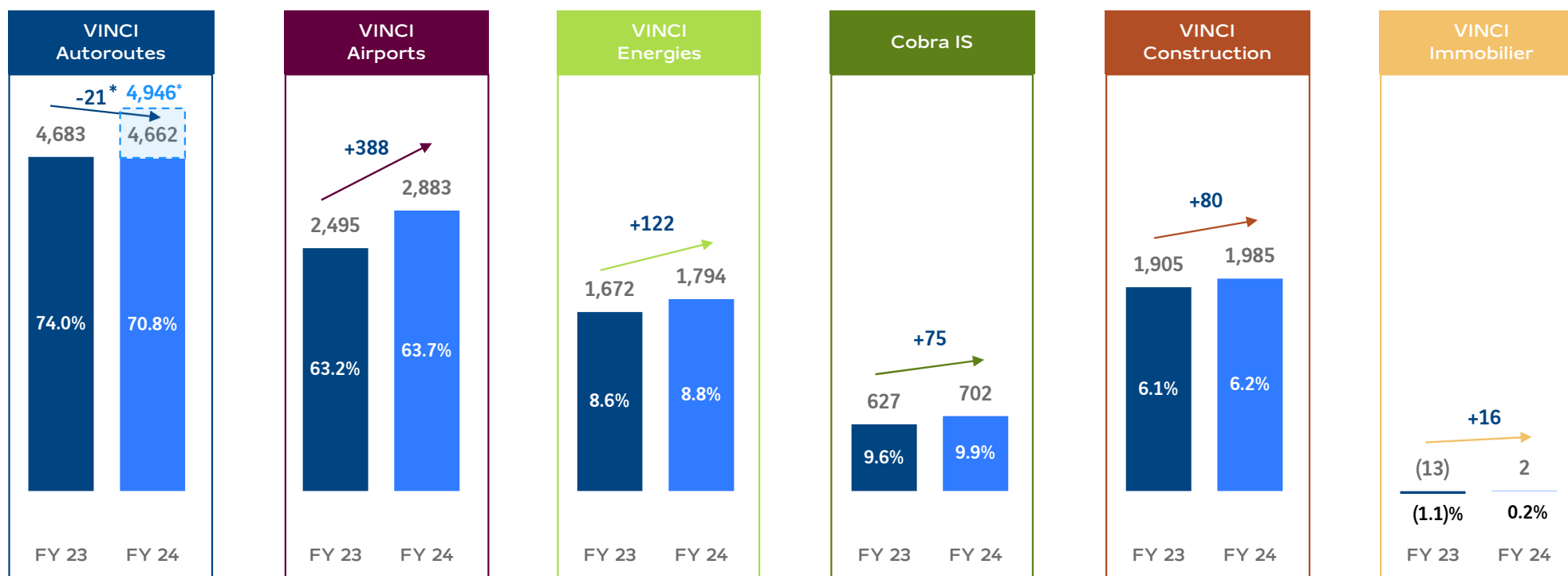
\* Excluding concession subsidiaries' construction work done by non-Group companies

(1) Of which the impact of the new tax on long-distance transport infrastructure: €(284) million in FY 24

# Cash flow from operations before tax and financing costs (Ebitda)

VINCI Group Ebitda: €12,689 million (+725 vs FY 23)

Ebitda margin: 17.7% (+30 bp vs FY 23)



# Ebit - operating income from ordinary activities by business line

in € million	FY 2024	% of revenue*	FY 2023	% of revenue*	Δ 2024/2023
<b>Concessions</b>	5,688	48.8%	5,373	49.2%	+315
VINCI Autoroutes	3,265 <sup>1</sup>	49.6%	3,362	53.2%	-97 <sup>1</sup>
VINCI Airports	2,334	51.6%	1,889	47.9%	+444
VINCI Highways	103	25.6%	62	17.7%	+41
Other concessions**	(13)		60		-73
<b>VINCI Energies</b>	1,474	7.2%	1,356	7.0%	+118
<b>Cobra IS</b>	553	7.8%	490	7.5%	+63
<b>VINCI Construction</b>	1,304	4.1%	1,260	4.0%	+44
<b>VINCI Immobilier</b>	(57)	(5.0%)	(53)	(4.3%)	-4
Holding companies	35		(69)		+105
<b>Ebit</b>	<b>8,997</b>	<b>12.6%</b>	<b>8,357</b>	<b>12.1%</b>	<b>+640</b>

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

\*\* Mainly VINCI Railways and VINCI Stadium

(1) Of which the impact of the new tax on long-distance transport infrastructure: €(284) million in FY 24

# Net income attributable to owners of the parent, by business line

in € million	FY 2024	FY 2023	Δ 2024/2023	
<b>Concessions</b>	2,726	2,778	-52	
VINCI Autoroutes	1,833 <sup>1</sup>	2,021	-188 <sup>1</sup>	
VINCI Airports	947	733	+214	
VINCI Highways	33	24	+10	
Other concessions*	(88)	0	-88	
<b>VINCI Energies</b>	862	830	+32	
<b>Cobra IS</b>	297	262	+35	
<b>VINCI Construction</b>	861	793	+68	
<b>VINCI Immobilier</b>	(69)	(48)	-21	
Holding companies	187	88	+98	
<b>Net income attributable to owners of the parent</b>	<b>4,863</b>	<b>4,702</b>	<b>+161</b>	<b>+3.4%</b>
<i>o/w France</i>	<i>47%</i>	<i>53%</i>		
<i>o/w International</i>	<i>53%</i>	<i>47%</i>		
<b>Net income attributable to owners of the parent (excl. TEITLD)</b>	<b>5,147</b>	<b>4,702</b>	<b>+445</b>	<b>+9.5%</b>



# Cash flow statement (1/2)

in € million

	FY 2024	FY 2023
<b>Ebitda</b>	<b>12,689</b>	<b>11,964</b>
Change in WCR* and current provisions	2,311	1,463
Income taxes paid	(2,220)	(2,288)
Net interest paid	(1,177)	(802) <sup>1</sup>
Dividends received from companies accounted for under the equity method	117	110
<b>Cash flows from operating activities (excl. other long-term advances)</b>	<b>11,720</b>	<b>10,447</b>
Operating CAPEX (net of disposals and other long-term advances)	(2,714)	(2,010)
Repayment of lease debt and associated financial expense	(745)	(679)
<b>Operating cash flow</b>	<b>8,261</b>	<b>7,758</b>
<i>o/w Concessions</i>	<i>4,626</i>	<i>4,741</i>
<i>o/w VINCI Energies</i>	<i>1,622</i>	<i>1,362</i>
<i>o/w Cobra IS</i>	<i>301</i>	<i>75</i>
<i>o/w VINCI Construction</i>	<i>796</i>	<i>1,183</i>
<b>Growth CAPEX in concessions &amp; PPPs</b>	<b>(1,453)</b>	<b>(1,130)</b>
<b>Free cash flow (after CAPEX)</b>	<b>6,808</b>	<b>6,628</b>

\* Working Capital Requirement

# Cash flow statement (2/2)

in € million	FY 2024	FY 2023
<b>Free cash flow (after CAPEX)</b>	<b>6,808</b>	<b>6,628</b>
Net financial investments and other cash flows*	(6,984)	(974)
<b>Cash flow before movements in share capital</b>	<b>(176)</b>	<b>5,655</b>
Share capital increases and other operations	590	707
Dividends (incl. to non-controlling interests)	(3,472)	(2,481)
<i>o/w dividends paid to non-controlling interests</i>	<i>(902)<sup>1</sup></i>	<i>(187)</i>
Share buy backs	(1,912)	(397)
<b>Net cash flow for the period</b>	<b>(4,969)</b>	<b>3,484</b>
Consolidation impacts and others	681	(1,074)
<b>Change in net financial debt</b>	<b>(4,289)</b>	<b>2,410</b>

\* Other cash flows = dividend received from unconsolidated companies (€41 million in FY 24, €31 million in FY 23)

(1) Of which €(529) m paid by London Gatwick airport and €(124) m by Edinburgh airport, enabled by their re-leveraging, and €(153)m by OMA (Mexico)

# Operating CAPEX

in € million

	FY 2024	FY 2023	Δ 2024/2023
<b>Concessions</b>	318	229	+89
VINCI Autoroutes	20	21	-1
VINCI Airports*	284	201	+84
Other concessions**	13	7	+6
<b>VINCI Energies</b>	274	277	-3
<b>Cobra IS<sup>1</sup></b>	1,238	625	+612
<b>VINCI Construction</b>	1,045	1,010	+35
<b>VINCI Immobilier and holdings</b>	10	17	-6
<b>Purchases of tangible and intangible assets</b>	<b>2,884</b>	<b>2,158</b>	<b>+726</b>
Proceeds from disposals of tangible and intangible assets	(170)	(148)	-23
<b>Operating CAPEX (net of disposals and other long-term advances)</b>	<b>2,714</b>	<b>2,010</b>	<b>+703</b>

\* Including London Gatwick capex (€175 million in FY 24, €149 million in FY 23) and Edinburgh airport capex (€24 million in H2 24)

\*\* Mainly VINCI Highways, VINCI Railways and VINCI Stadium

(1) Of which capex related to renewable energy projects: €0.6 billion in FY 24, €0.4 billion in FY 23

# Growth CAPEX in concessions and PPPs

in € million

	FY 2024	FY 2023	Δ 2024/2023
<b>Concessions</b>	1,072	1,033	+39
VINCI Autoroutes	604	585	+19
Of which: ASF	291	209	+82
Escota	196	177	+19
Cofiroute	108	190	-82
VINCI Airports	445	391	+54
Other concessions*	23	57	-34
<b>VINCI Energies</b>	(1)	(1)	-0
<b>Cobra IS<sup>1</sup></b>	349	127	+221
<b>VINCI Construction</b>	34	(29)	+63
<b>Net growth CAPEX in concessions and PPPs</b>	<b>1,453</b>	<b>1,130</b>	<b>+323</b>

\* Mainly VINCI Highways, VINCI Railways and VINCI Stadium

(1) Mainly linked to the PPPs of electrical transmission lines in Brazil

# Free cash flow by business line

in € million	FY 2024	FY 2023	Δ 2024/2023
<b>Concessions</b>	3,554	3,709	-155
VINCI Autoroutes	2,507 <sup>1</sup>	2,731	-224
VINCI Airports	1,052	990	+61
VINCI Highways	22	(26)	+48
Other concessions*	(27)	14	-40
<b>VINCI Energies</b>	1,623	1,363	+260
<b>Cobra IS</b>	(48)	(52)	+4
<b>VINCI Construction</b>	762	1,212	-450
<b>VINCI Immobilier</b>	58	(152)	+211
Holding companies	859	549	+310
<b>Free cash flow</b>	<b>6,808</b>	<b>6,628</b>	<b>+179</b>

\* Mainly VINCI Railways and VINCI Stadium

(1) Of which the impact of the new tax on long-distance transport infrastructure: €(249) million in FY 24



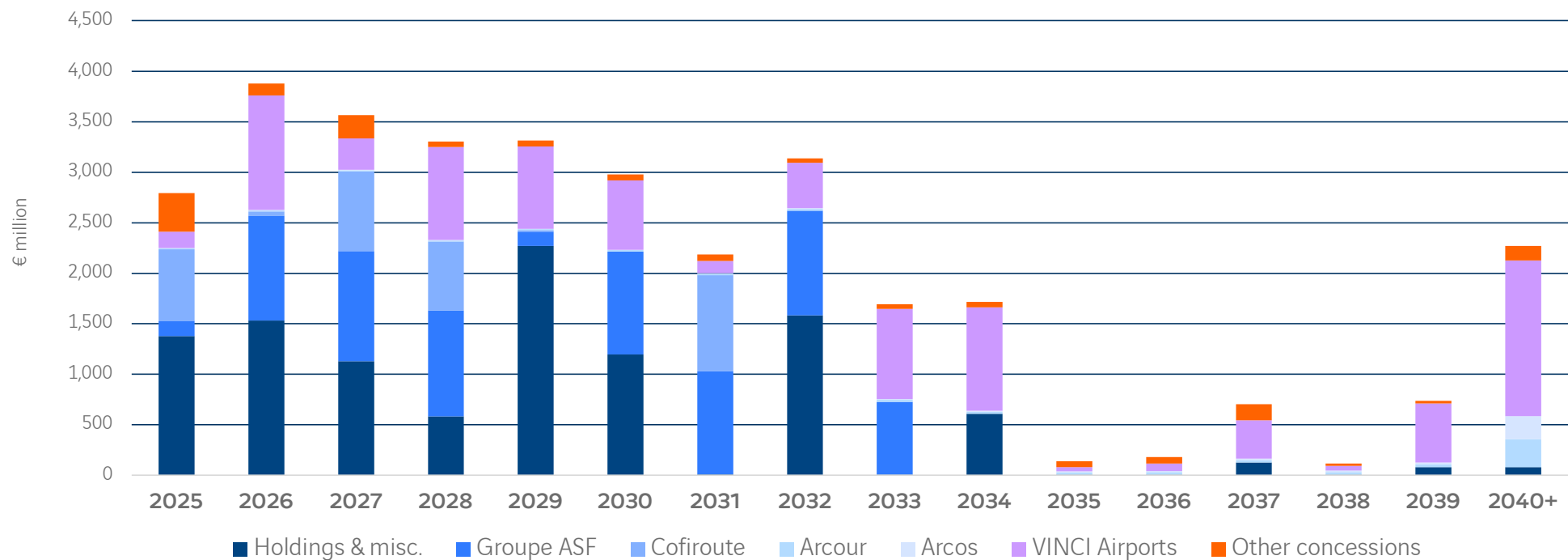
# Net financial debt by business line

in € million	31 Dec. 2024	Of which external net debt	31 Dec. 2023	Of which external net debt
<b>Concessions</b>	(31,739)	(20,888)	(28,734)	(18,761)
VINCI Autoroutes	(16,159)	(11,296)	(16,533)	(12,323)
VINCI Airports	(11,558)	(8,744)	(8,781)	(5,551)
VINCI Highways	(2,035)	(848)	(2,348)	(882)
Other concessions*	(1,987)	1	(1,073)	(5)
<b>VINCI Energies</b>	761	848	296	529
<b>Cobra IS</b>	547	547	403	403
<b>VINCI Construction</b>	4,116	2,134	4,160	2,158
<b>Holding cos &amp; VINCI Immobilier</b>	5,901	(3,057)	7,749	(456)
<b>Net financial debt</b>	<b>(20,415)</b>	<b>(20,415)</b>	<b>(16,126)</b>	<b>(16,126)</b>
<i>of which long-term gross financial debt</i>	<i>(33,496)</i>		<i>(29,298)</i>	
<i>of which net cash managed</i>	<i>13,081</i>		<i>13,172</i>	

\* VINCI Concessions Holding, VINCI Railways, VINCI Stadium

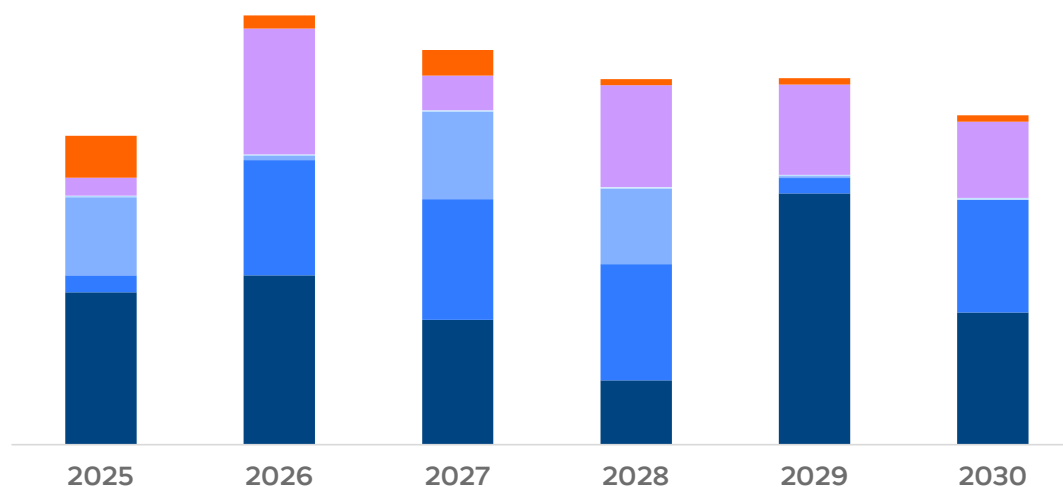
# Maturity of LT gross financial debt

Average maturity of LT gross financial debt (€33.5 bn) as of 31 December 2024: 5.9 years\*



\* Concessions: 6.7 years - Holdings and other divisions: 4.4 years

# Average cost of future debt repayments



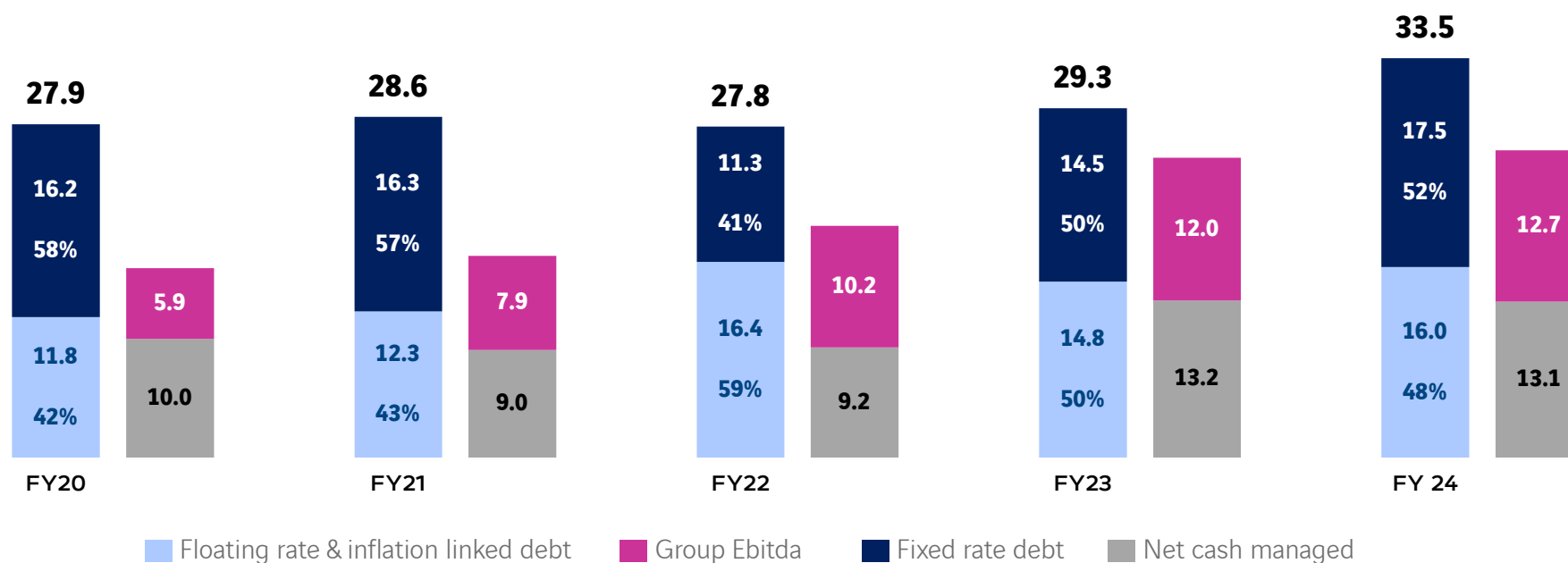
Nominal amount in € million	2,793	3,880	3,567	3,305	3,314	2,979
Average rate*	3.78%	4.34%	3.48%	3.82%	4.65%	3.65%

\* After hedging

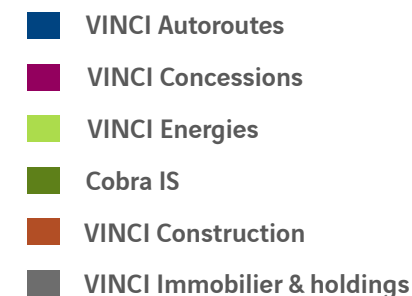
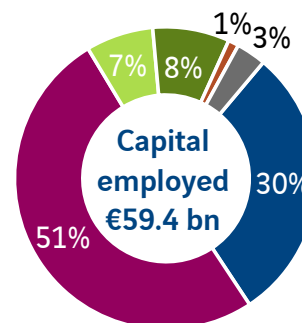
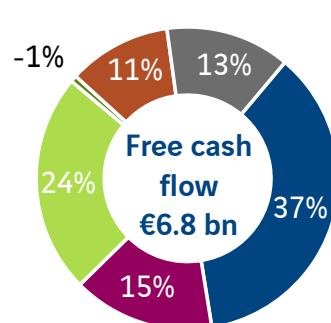
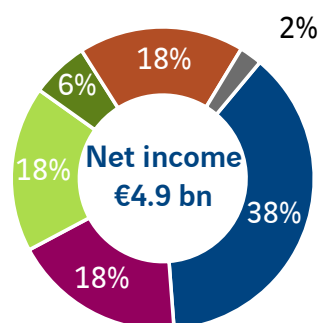
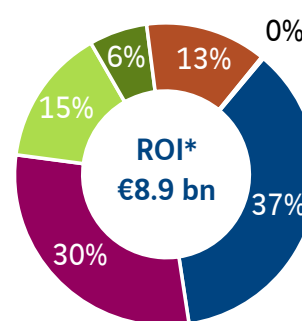
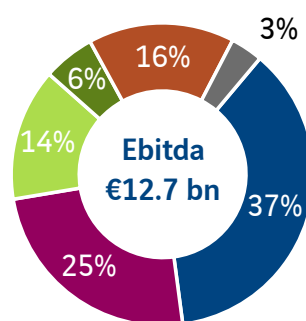
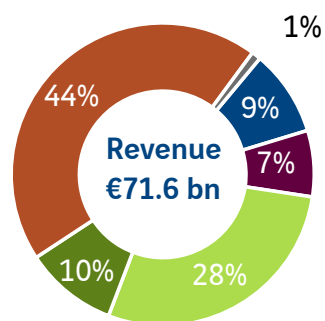
■ Holdings & misc.
 ■ Groupe ASF
 ■ Cofiroute
 ■ Arcour
 ■ Arcos
 ■ VINCI Airports
 ■ Other concessions

# LT\* gross debt: 52% at fixed rate, 48% at floating rate

LT\* gross financial debt breakdown between fixed and floating rates  
(in € billion)



# 2024 Group's key figures broken down by business





# Other information

# Details on contracts awarded in 2024

## Order intake breakdown by division and granularity

<i>In € billion</i>	FY 2024	FY 2023	Change 24/23
<b>VINCI Energies</b>	<b>22.1</b>	<b>20.9</b>	<b>+6%</b>
Order intake <€5 m	17.9	17.5	+2%
Order intake > €5 m	4.2	3.5	+23%
<b>Cobra IS</b>	<b>10.4</b>	<b>10.3</b>	<b>+1%</b>
Order intake <€50 m	5.2	5.2	+0%
Order intake > €50 m *	5.2	5.1	+2%
<b>VINCI Construction</b>	<b>33.7</b>	<b>30.6</b>	<b>+10%</b>
Order intake <€50 m	25.7	25.9	-1%
Order intake > €50 m	8.1	4.8	+69%
<b>Group total</b>	<b>66.3</b>	<b>61.9</b>	<b>+7%</b>

## Noteworthy contracts in 2024

### VINCI Energies

- Several projects in the data centers and defence sectors, both in France and abroad
- T&D works for TenneT (Germany & Netherlands): construction of transmission lines
- T&D works for Green of Africa (Morocco): extension, connection and evacuation to the grid
- Power connection contract for three berths at HAROPA PORT (France): decarbonation infrastructure
- Renovation of ABN AMRO's head offices in Amsterdam (Netherlands)

### Cobra IS

- HVDC converter platforms (Lanwin 3): one 2-GW converter platform for 50Hertz
- Poolbeg open cycle power plant (Ireland): construction of a 299-MW gas power plant near Dublin
- Green hydrogen steel plant for Thyssenkrupp (Germany): piping & mechanical works

### VINCI Construction

- Chicago Red Line (USA): design-build contract for a 9-km extension of one metro line of Chicago
- Rail works for SNCF Réseaux (France): regeneration of 800 km of tracks
- 2 upgrade works contracts (Czech Republic): Prague's ring road & Česká Třebová's railway junction
- Nuclear decommissioning of the Ringhals power plant (Sweden): dismantlement of 2 units
- North Coast Line (Australia): rail works to upgrade a section of the railway
- 2 road link contracts (Australia): upgrade works for Mamre Road (Sydney) and Clyde Road (Melbourne)
- Civil engineering works at Melbourne airport (Australia): redevelopment of the forecourt + new bridge
- Waste water treatment plant in Canberra (Australia): design-build contract for upgrade and extension
- Highway 1 road works (Canada): upgrade and widening of a 4.5-km stretch of the Highway 1
- Drinking water production plant in Phnom Penh (Cambodia): design-build for extension works
- Waste-to-energy plant in Corrèze (France): design-build contract
- Royal Shrewsbury Hospital (UK): design-build of a new modern hospital building

# Quarterly order intake by division

<i>In € billion</i>	Q1 2023	Q2 2023	Q3 2023	Q4 2023	FY 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	FY 2024	Change Q1	Change Q2	Change Q3	Change Q4	Change FY 24/23
VINCI Energies	6.0	5.1	4.8	5.1	20.9	6.3	5.2	5.4	5.2	22.1	+4%	+3%	+14%	+3%	+6%
Cobra IS	2.0	3.3 <sup>1</sup>	3.3 <sup>2</sup>	1.8	10.3	4.0 <sup>4</sup>	1.5	1.6	3.4 <sup>5</sup>	10.4	+99%	-56%	-50%	+90%	+1%
VINCI Construction	7.5	7.4	8.5 <sup>3</sup>	7.3	30.6	8.2	8.8	7.4	9.3 <sup>6</sup>	33.7	+10%	+19%	-13%	+28%	+10%
Group total	15.5	15.7	16.6	14.1	61.9	18.5	15.4	14.4	17.9	66.3	+19%	-2%	-13%	+27%	+7%

(1) Of which two 2-GW HVDC converter platforms (Balwin 1 & 2) for Amprion

(2) Of which one 2-GW HVDC converter platform (Lanwin 2) for TenneT

(3) Of which the design-build contract for the first section of Line 15 West of the Grand Paris Express

(4) Of which two 2-GW HVDC converter platforms (Balwin 3 & Lanwin 4) for TenneT

(5) Of which one 2-GW HVDC converter platform (Lanwin 3) for 50Hertz

(6) Of which the design-build contract for the Chicago Red Line

# Energy transition megatrends captured by the Group's business lines



## Electricity needs

**€600 Bn pa** Worldwide capex needed to build **new** **x2 vs. 2023** or retrofit existing T&D lines

**€200 Bn** To invest by RTE and Enedis to **renovate and secure the French grids** **by 2040**

**53%** Part of electricity in the global energy mix by 2050 (vs. ~20% in 2023)

**x5** Electric vehicles in France in 2030 (8.5 m) vs. 2024 (1.2 m);  
Target of 400,000 **public chargers** in France by 2030 (x4 vs 2024)



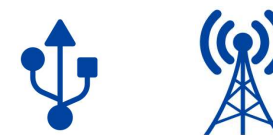
## Industry and buildings decarbonization

**~30%** Of global greenhouse gas emissions from industry

**\$13.5 Tn** Investments needed by 2050 to decarbonate CO<sub>2</sub> intensive industries

**85%** Of the global building stock retrofitted to **zero-carbon- ready building standards** by 2050 (vs 1% today)

**10%** Green buildings' global market growth  
**23-29 CAGR**



## Data needs

**+48%** Number of data centers (DC) in 2030 compared to 2024 worldwide

**+23%** Increase of global DC electricity consumption of which +43% for AI specifics ones  
**23-28 CAGR**

**x6** Mobile user data consumption in France between 2022 and 2030

**+22%** Increase of global cloud security market reaching \$148 Bn in 2032  
**22-32 CAGR**

# VINCI 2024 key figures

**€71.6 bn**

Group revenue  
(incl. holdings)

**>120**

countries where  
VINCI operates

**4,000**

Est. number of  
business units

**285,000**

Est. number of  
employees

**>350,000**

Est. number  
of contracts

**€58 bn**

market cap. at  
31 December 2024

## Concessions

**€ 6.6 bn**

**5,400**

VINCI Autoroutes



**€5.1 bn**

**15,100**

VINCI Concessions\*



## Energy

**€20.4 bn**

**102,600**

VINCI Energies



**€7.1 bn**

**42,400**

Cobra IS



## Construction

**€31.8 bn**

**117,400**

VINCI Construction



## Real estate

**€1.1 bn**

**1,300**

VINCI Immobilier



\* Mainly VINCI Airports, VINCI Highways, VINCI Railways and VINCI Stadium

# VINCI strategy

Long cycles/significant equity investments/capital employed intensity

## CONCESSIONS



- Extension of average maturity of the concessions portfolio
- Strengthening of the Group's footprint in mobility infrastructures (motorways, airports)
- Step up in the renewable energy market (solar PV and onshore wind)

Short and medium term cycles/  
low equity investments

## ENERGY & CONSTRUCTION



- Prioritise margin over revenue growth
- Rigorous risk monitoring / selective approach to new projects / focus on selected countries
- Focus on high value-added segments, in particular in the energy sector and specialist civil engineering activities

- 
- **Leverage the strengths of our integrated concessions/energy/construction business model to win new projects**
  - **Accelerate international development**
  - **Aim for all-round performance (social, societal and environmental commitment)**



# Recent developments



## VINCI Airports

June 2024: closing of the acquisition of a **50.01% stake** in **Edinburgh airport** (15.8 mpax in 2024, freehold asset) in **Scotland** for £1.3 bn\*

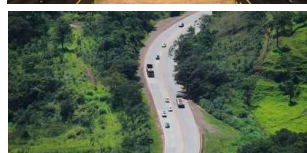
June 2024: closing of the acquisition of a **20% stake** in the **Budapest airport** concession company in **Hungary** for ~€600 m\*\*, making VINCI Airports the platform operator (17.5 mpax in 2024)



## VINCI Highways

April 2024: closing of the acquisition of **Denver's Northwest Parkway**, a 14-km toll road concession in Colorado (**United States**) lasting until 2106 for approx. \$1.2 bn (equity value at 100%)

September 2024: winning of the 30-year **concession of the BR-040 highway**, a nearly 600-km long toll road between Belo Horizonte and Cristalina through Brasilia (**Brazil**)



## VINCI Railways

October 2024: acquisition by VINCI Concessions of a further **8.6% stake** in **LISEA** (concessionaire of the high-speed railway link between Tours and Bordeaux in France), raising its total stake to 42.0%.



## VINCI Energies

FY 2024: **34 acquisitions** completed (~€740 m of full-year revenue, mainly outside France), of which:

- **Fernao** (September 2024), leading company in cybersecurity, IT and cloud services in **Germany** and **Switzerland** (~€260 m of full-year revenue)
- **RH Marine** and **Bakker Sliedrecht** (November 2024), two Dutch electrical and automation systems integrators in the maritime sector (~€160 m of full-year revenue in total)

fernao

BAKKER  
SLIEDRECHT  
RH  
MARINE



## VINCI Construction

June 2024: acquisition of two roadworks and materials production companies in North America (~€150 m of full-year revenue):

- **Newport Construction** in New Hampshire and Massachusetts (**USA**)
- **Entreprises Marchand & Frères (EMF)** in Quebec (**Canada**)

July 2024: acquisition by Nuvia, subsidiary of VINCI Construction specialised in industrial services, notably in the nuclear sector, of **MBO Groupe** in **France** (~€85 m of full-year revenue)

January 2025: closing of the acquisition of the public works company **FM Conway Limited** in the **United Kingdom** (almost €700 m of full-year revenue)



MBO GROUPE

CONWAY  
great people : great work

# VINCI's environmental ambition and 2024 performance



Act for the climate



Optimise resources thanks to circular economy



Preserve natural environments

## 2030 AMBITION

**-40%**

GHG emissions vs 2018 (scope 1 & 2)

**-20%**

GHG emissions vs 2019 (scope 3)

**90%**

low carbon concrete used by VINCI Construction



## 2024 PERFORMANCE

**2.2 mt**

Scopes 1 & 2 emissions in 2024

**-21%**

GHG emissions in 2024 vs 2018 (scopes 1 & 2, adjusted for the impact of acquisitions)

**40%** of electricity

consumption from renewable sources in 2024

**48 mt**

Scope 3 emissions in 2024

**29%** low carbon concrete

used by VINCI Construction in 2024 (**60%** in France)

## 2030 AMBITION

**20 mt**

recycled materials produced by VINCI Construction

**45%**

reclaimed asphalt mix from VINCI Autoroutes reused on its own worksites

**Zero waste**

to landfill for all airports

**80%**

reclaimed inert waste at VINCI Energies

## 2024 PERFORMANCE

**16 mt**

of recycled materials out of VINCI Construction total annual production in 2024

**48%**

reclaimed asphalt mix from VINCI Autoroutes reused on its own worksites in 2024

**15 sites**

(over 59 in total) with zero waste to landfill at VINCI Airports in 2024

**75%**

reclaimed inert waste at VINCI Energies in 2024

## 2030 AMBITION

**Towards zero net loss of biodiversity**



commitments

**Zero net loss of natural land for VINCI Immobilier in France**

## 2024 PERFORMANCE

**57 sites**

(over 59 in total) using zero phytosanitary products for VINCI Airports

**-71%**

phytosanitary products used by the concessions activities in 2024 vs 2018

Only **15%**

land take for VINCI Immobilier operations in France in 2024

**€8.1 bn**

revenues from environmentally accredited projects in 2024

# EU Taxonomy – 2024 performance

**41%**

of eligible revenue

**22%**

of aligned revenue

**Most contributing sectors to the eligibility and alignment of VINCI's activities in 2024**

In bn€	Eligible Revenue	Aligned Revenue
Transmission and distribution of electricity (4.9)	5.8	4.1
Infrastructure for rail transport (6.14)	5.0	3.9
Activities related to the energy performance of buildings (7.3 – 9.3)	1.8	1.7
Construction and renovation of buildings (7.1 – 7.2)	8.7	1.7
Electricity generation from wind power and solar PV (4.1 – 4.3)	1.8	1.7

**43%**


of eligible Capex\*

**22%**

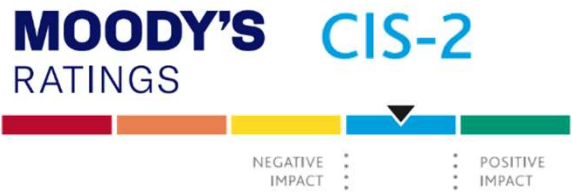
of aligned Capex\*



# VINCI's ESG ratings in 2024



	2024	2023	2022
CDP Climate	B	A-	A
CDP Water Security	B	B	B
CDP Forest	B-	C	C

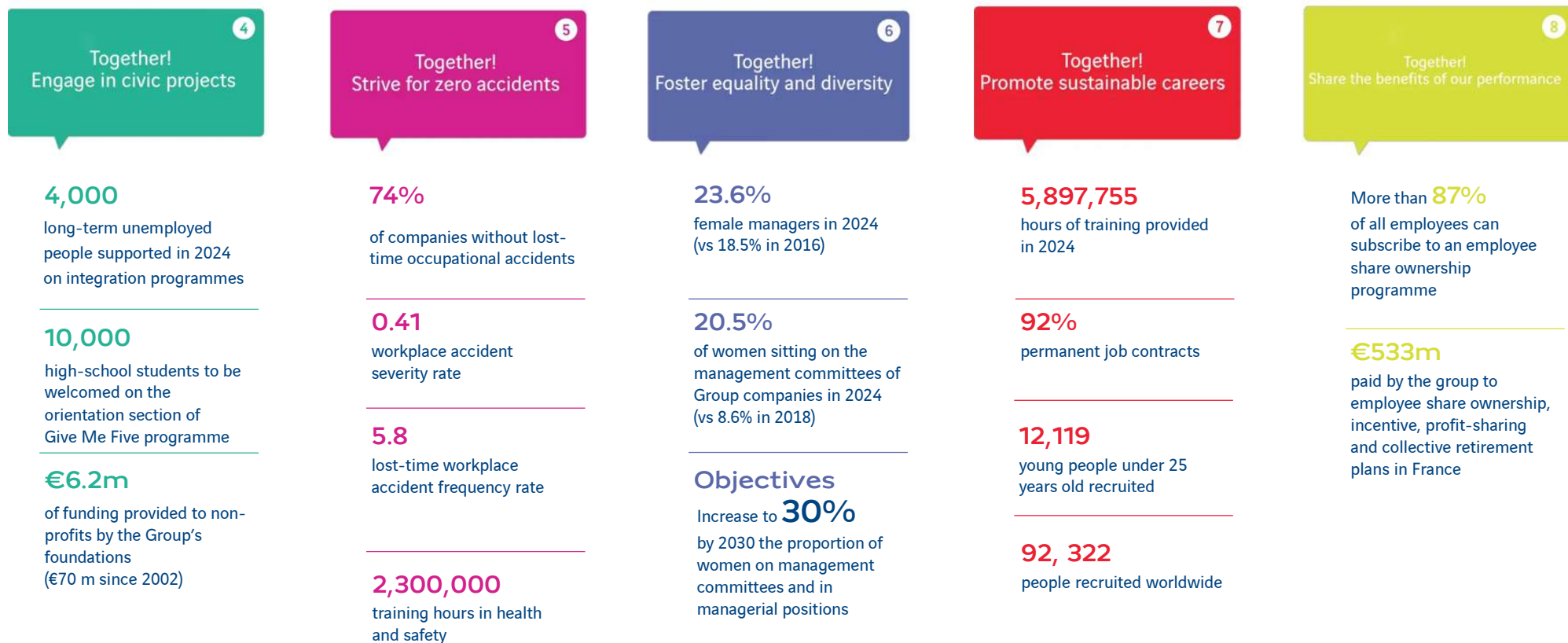


Disclosure score: 89%  
(vs industrials average: 55%)



# VINCI's social performance in 2024

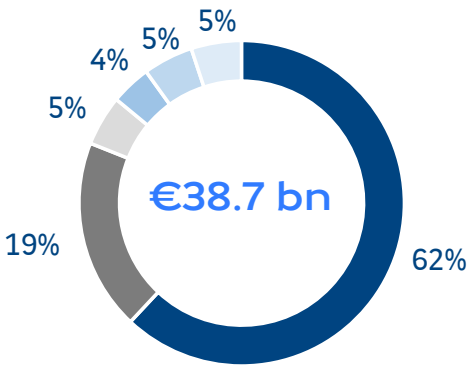
Aiming for all-round performance and sharing the benefits of our performance with our stakeholders





# A growing international presence

2014 revenue geographic breakdown

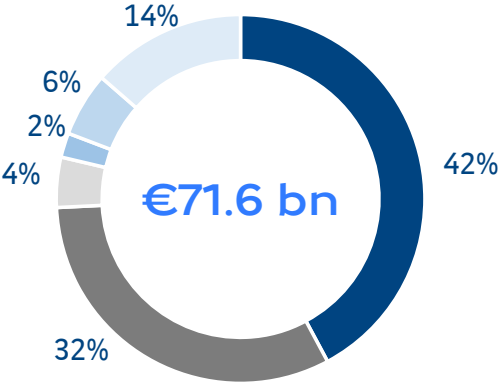


2014 Revenue

France €23.9 bn

International €14.8 bn

2024 revenue geographic breakdown



2024 Revenue

€30.2 bn

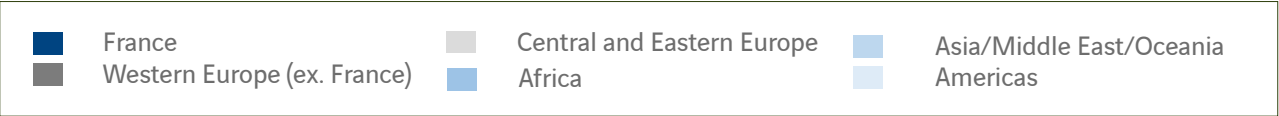
€41.4 bn

INCREASED  
INTERNATIONAL  
EXPOSURE

CAGR 2014/2024

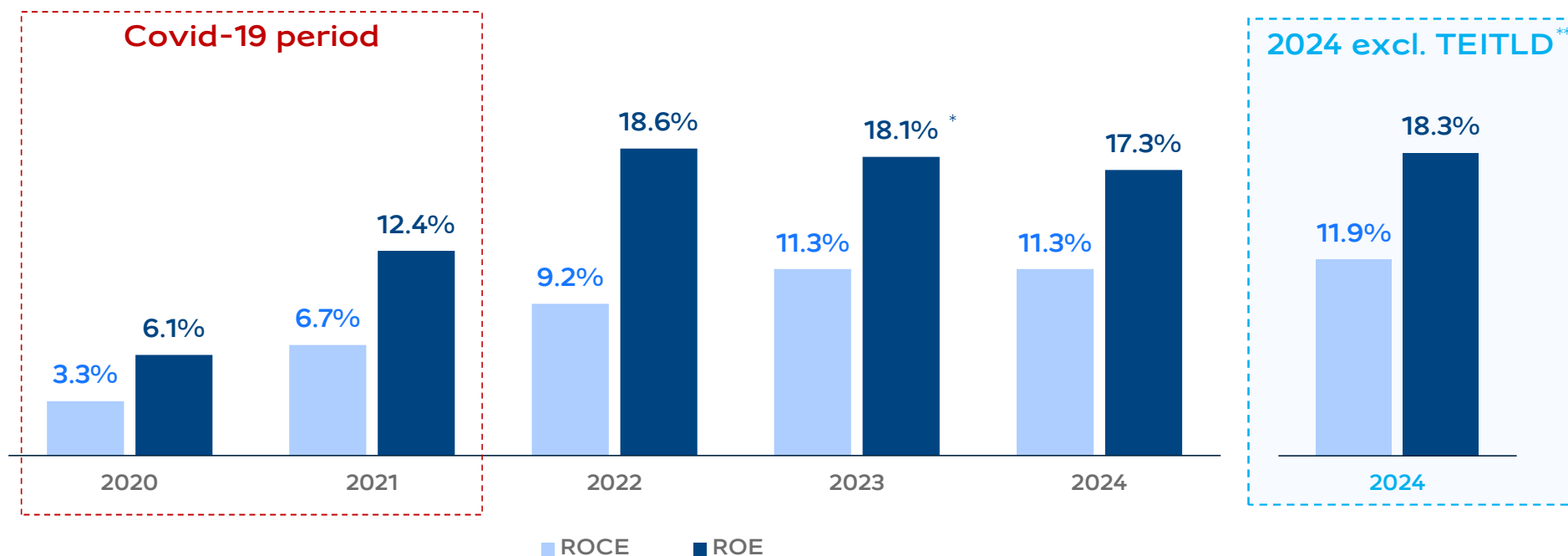
+2.4%

+10.9%





# ROCE and ROE higher than pre-covid levels



**Return on capital employed (ROCE)** is net operating income after tax excluding non-recurring items (NOPAT), divided by the average capital employed between the opening and closing balance sheet positions for the financial year in question

**Return on equity (ROE)** is net income for the current period attributable to owners of the parent, divided by equity excluding non controlling interests at the previous year end

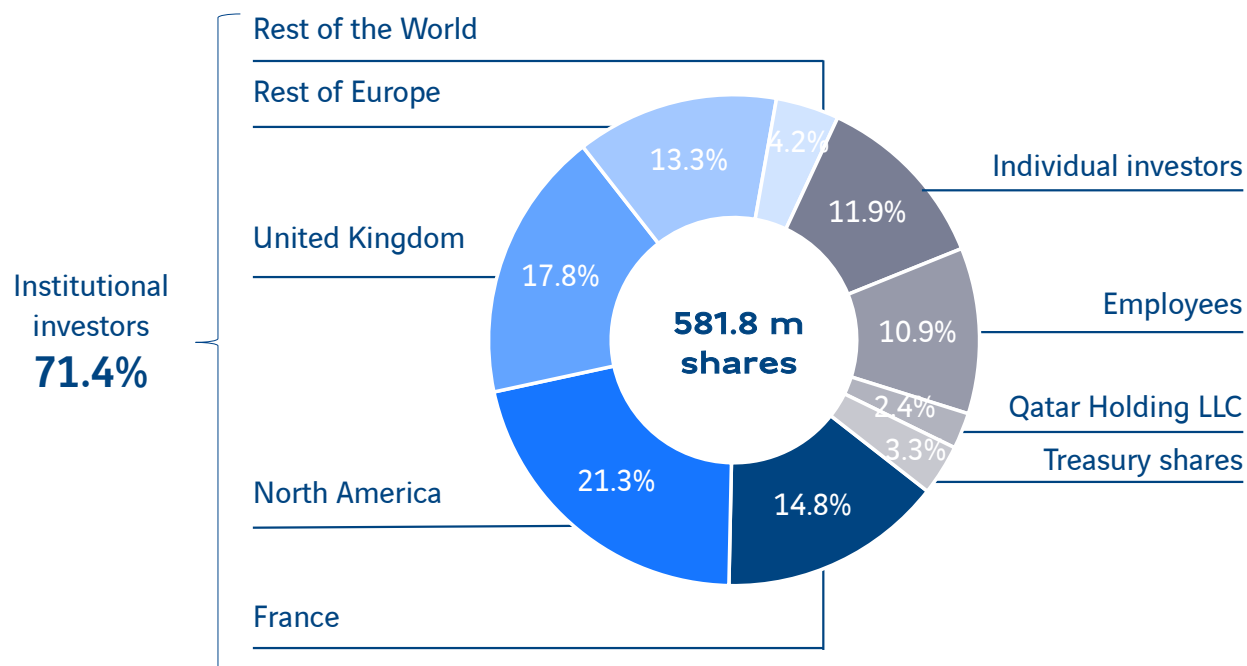
\* The decrease in ROE in 2023 compared with 2022 is mainly due to the sharp increase of financial costs

\*\* Excluding the impact of the new tax on long-distance transport infrastructure in France (in 2024, negative P&L impact of €284 m)

2024 FULL YEAR RESULTS



# Shareholder base at 31 December 2024



## Shareholding structure\*

- Almost **1,000** institutional investors
- **Over 170,000** Group employees and former employees are shareholders, including over **41,000** outside France



## Aiming for an all-round performance

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

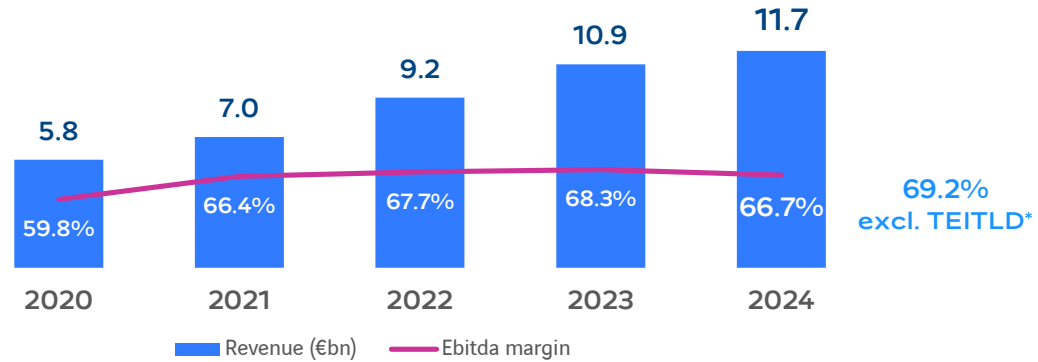


# Business line profiles

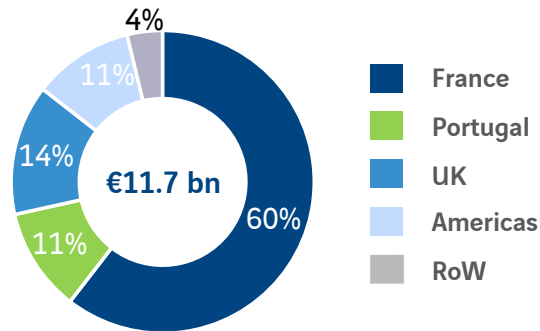


# Concessions Profile

Revenue and Ebitda margin over the last 5 years

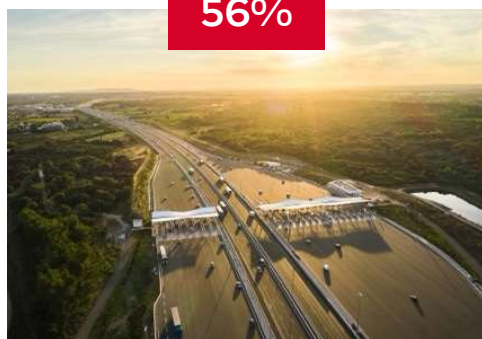


2024 revenue by geographical area





# Concessions Profile



Revenue

€6.6 bn

€4.5 bn

€0.5 bn

Ebitda

€4.7 bn

€2.9 bn

€0.2 bn

Ebitda margin

70.8%

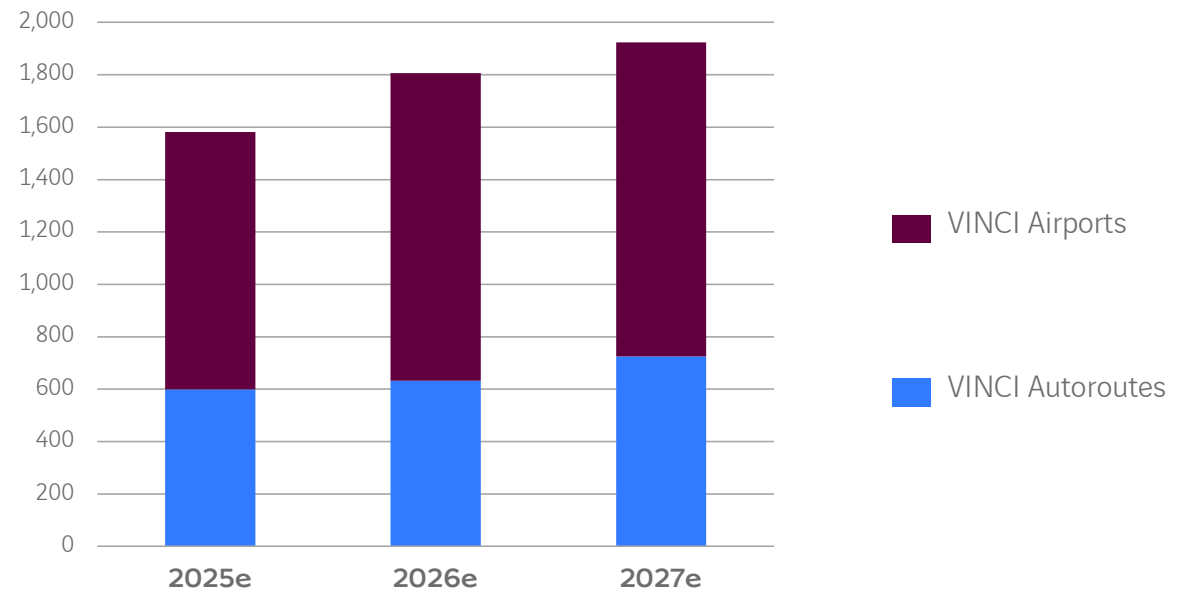
63.7%

42.2%





## Concessions capex forecasts\*



\* Forecast as of 31 December 2024 and including fully consolidated assets only

# VINCI Airports FY traffic details



\* Traffic data excluding Orlando Sanford Airport which has been removed from the VINCI Airports network from 29 February 2024

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

Passenger traffic (in thousands of pax)	FY 2024	Change FY 24/FY 23	Change FY 24/FY 19
Portugal (ANA)	69,197	+4.3%	+17.0%
<i>o/w Lisbon</i>	35,093	+4.3%	+12.6%
United Kingdom	65,796	+7.4%	(2.7)%
<i>o/w London Gatwick</i>	43,248	+5.7%	(7.1)%
<i>o/w Edinburgh</i>	15,790	+9.6%	+7.1%
Mexico	26,576	(1.0)%	+14.6%
<i>o/w Monterrey</i>	13,636	+2.2%	+21.8%
France	11,431	+4.3%	(13.5)%
<i>o/w ADL (Lyon)</i>	10,482	+4.8%	(10.8)%
Cambodia	4,839	+20.0%	(37.2)%
USA*	7,503	+7.8%	+5.4%
Brazil	12,081	+5.1%	(1.9)%
Serbia	8,364	+5.3%	+35.8%
Dominican republic	6,846	+4.0%	+21.6%
Cabo Verde	3,006	+16.5%	+8.8%
<b>Total fully-consolidated subsidiaries</b>	<b>215,638</b>	<b>+5.2%</b>	<b>+5.3%</b>
Japan (40%)	49,365	+18.9%	(4.7)%
Chile (40%)	26,254	+12.5%	+6.6%
Hungary (20%)	17,526	+19.2%	+8.7%
Costa Rica (45%)	1,910	+15.6%	+56.0%
AGO (85%) <sup>1</sup>	7,020	+7.3%	(3.1)%
Rennes-Dinard (49%)	512	(14.0)%	(45.9)%
<b>Total equity-accounted subsidiaries**</b>	<b>102,588</b>	<b>+16.1%</b>	<b>+0.6%</b>
<b>Total passengers managed by VINCI Airports**</b>	<b>318,226</b>	<b>+8.5%</b>	<b>+3.7%</b>

(1) Change in consolidation method for AGO (Aéroport du Grand Ouest) from full consolidation to the equity method since 1 July 2024.







# VINCI Autoroutes

2024 FULL YEAR RESULTS



# VINCI Autoroutes

## France's leading toll road concession operator



- ASF
- Cofiroute
- ESCOTA
- A19-Arcour
- A355: Arcos: Western Strasbourg bypass

**4,443 km**  
under concession

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

**>35%**  
of total motorway  
network in France



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

# VINCI Autoroutes

## Contractually CPI-linked tariffs

Contractual framework of toll increases (LVs)

	ASF	Escota	Cofiroute Intercity Network
2025*	0.77%	0.77%	0.77%
After 2025	70% x i	70% x i	70% x i

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

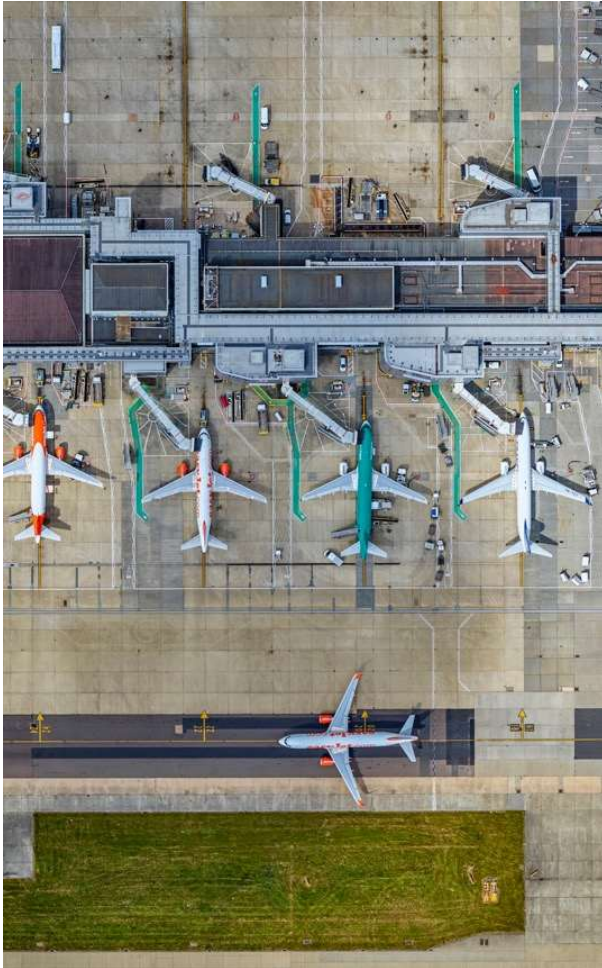
\* Applied on 1 February 2025

The amendment to the ASF concession contract, regarding the financing of the Montpellier Western bypass project (COM), was approved by decree and published in the Journal Officiel on 29 December 2023. The 6.5 km section, costing around 270 million euros, will link the A750 and A709 motorways, and will help to reduce traffic congestion in the city. **It will be financed by additional tariff increases applied to the toll gates around this new infrastructure between 2024 and 2027**



# VINCI Airports





# VINCI Airports

## The world's largest private airports operator

The most geographically diversified airport operator

**72\***  
Platforms  
in  
**14\***  
countries



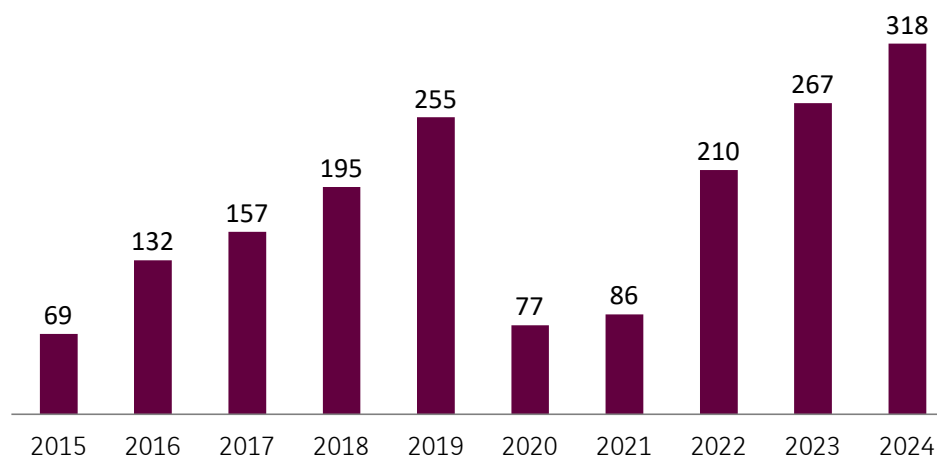
(\*) As of 31 December 2024



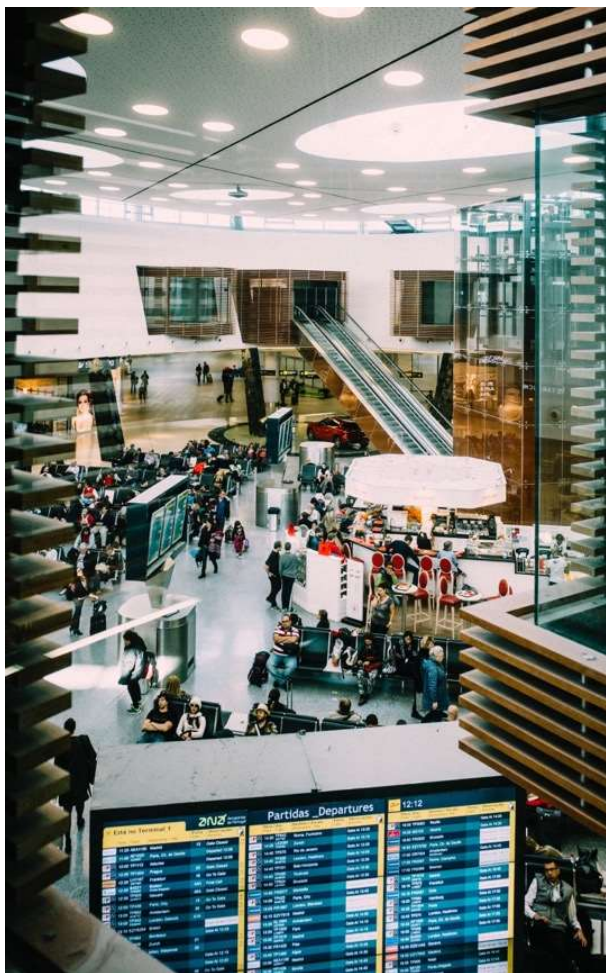
# VINCI Airports

## The world's largest private-sector airport operator

Published passengers traffic<sup>1</sup> (millions of pax.)

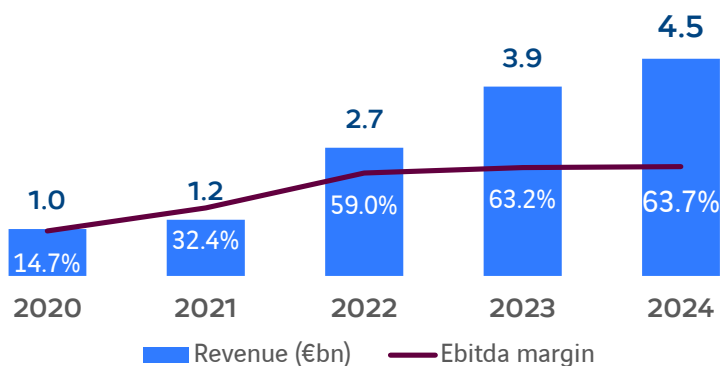


<sup>1</sup> Data at 100% irrespective of percentage held  
Data include airport passenger numbers on a full-year basis

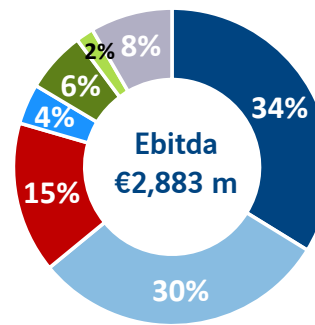
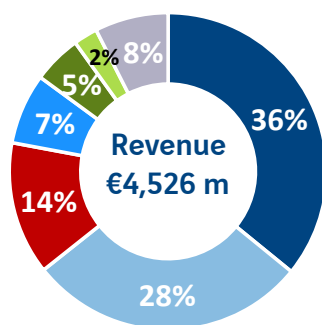


# VINCI Airports financials

Revenue and Ebitda margin over the past 5 years



VINCI Airports 2024 revenue and Ebitda by country



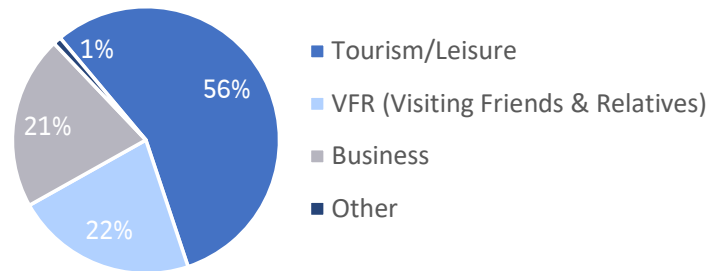
- UK (100% Gatwick + Edinburgh + Belfast)
- Portugal (ANA)
- Mexico (OMA)
- France
- Dom. Rep. (Aerodom)
- Brazil
- Rest of world & misc.





# VINCI Airports traffic split

Traffic breakdown by segment\* (FY 2019)



Breakdown of seats by destination (FY 2024)



\* Estimates based on internal surveys realised in the airports

# VINCI Airports network (1/2)

As of 31<sup>st</sup> December 2024

Country	Name	Description	mpax in 2019	mpax in 2024	End of concession	VINCI share	Traffic risk	Consolidation
UK	London Gatwick	Freehold	46.6	43.3	-	50%	Yes	Full consolidation
	Edinburgh Airport	Freehold	14.7	15.8	-	50%	Yes	Full consolidation
	Belfast International	Freehold	6.3	6.8	2993	100%	Yes	Full consolidation
Portugal	ANA (10 airports in Lisbon, Porto, Faro, Madeira, Azores islands)	Concession	59.1	69.2	2062	100%	Yes	Full consolidation
	<i>Of which Lisbon airport</i>		31.2	35.1				
Japan	Kansai airports (Kansai International, Osaka Itami, Kobe)	Concession	51.8	49.4	2060	40%	Yes	Equity method
	<i>Of which Kansai International</i>		31.9	30.6				
Chile	Santiago	Concession	24.6	26.3	2035	40%	Yes	Equity method
Mexico	OMA (Monterrey international, Culiacan, Ciudad Juarez, Chihuahua, Mazatlan and 8 other regional and tourist airports)	Concession	23.2	26.6	2048	29.99%	Yes	Full consolidation
	<i>Of which Monterrey international</i>		11.2	13.6				
France	Lyon airports (Lyon-Bron, Lyon Saint-Exupéry)	Concession	11.8	10.5	2047	30.6%	Yes	Full consolidation
	Chambéry, Clermont-Ferrand, Grenoble, Pays d'Ancenis	DSP*	0.9	0.7	2025 to 2030	100%	Yes	Full consolidation
	Bretagne Rennes & Dinard	DSP*	0.9	0.5	2026	49%	Yes	Equity method
	Aéroports du Grand Ouest (Nantes Atlantique, Saint-Nazaire)	Concession	7.2	7.0	**	85%	Yes	Equity method
	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, Sihanoukville	Concession	7.7	4.8	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. The asset is equity-accounted since July 2024

2024 FULL YEAR RESULTS





# VINCI Airports network (2/2)

As of 31<sup>st</sup> December 2024

Country	Name	Description	mpax in 2019	mpax in 2024	End of concession	VINCI share	Traffic risk	Consolidation
USA	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	7.5	n.a	100%	No	Full consolidation
Brazil	Salvador Bahia	Concession	7.7	7.6	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	4.6	4.5	2051	100%	Yes	Full consolidation
Serbia	Belgrade	Concession	6.2	8.4	2045	100%	Yes	Full consolidation
Dominican Republic	Aerodom (Santo Domingo, Puerto Plata, Samana, La Isabela, Barahona, El Catay)	Concession	5.6	6.8	2060	100%	Yes	Full consolidation
Costa Rica	Guanacaste	Concession	1.2	1.9	2030	45%	Yes	Equity method
Cape Verde	The 7 airports of the Cape Verde archipelago	Concession	2.8	3.0	2063	100%	Yes	Full consolidation
Hungary	Budapest	Concession	16.2	17.5	2080	20%	Yes	Equity method

## In 2024:

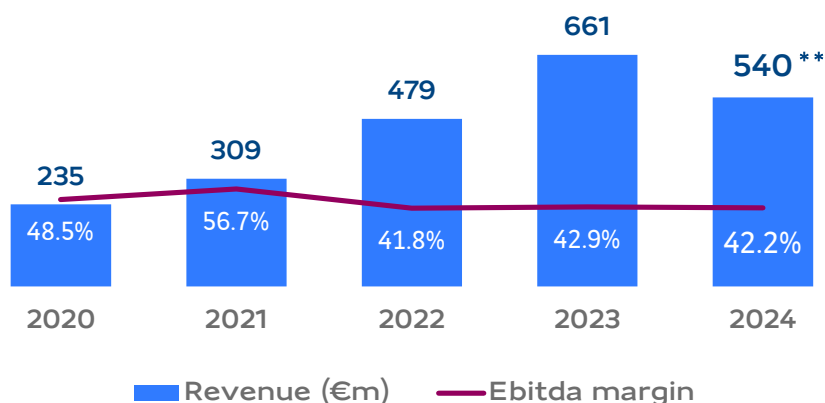
- The Sanford public authority has decided unilaterally to terminate the concession contract of the Orlando-Sanford international airport, effective in February 2024
- Closing of the acquisition of a majority shareholding (50.01%) in Edinburgh Airport in June 2024
- Closing of the acquisition of a 20% stake in the Budapest airport concession company in June 2024 making VINCI Airports the platform operator



# VINCI Highways VINCI Railways VINCI Stadium

# VINCI Highways and other concessions\*

Revenue over the past 5 years



## VINCI Highways + Other concessions\*

### Equity invested

€4.5 bn

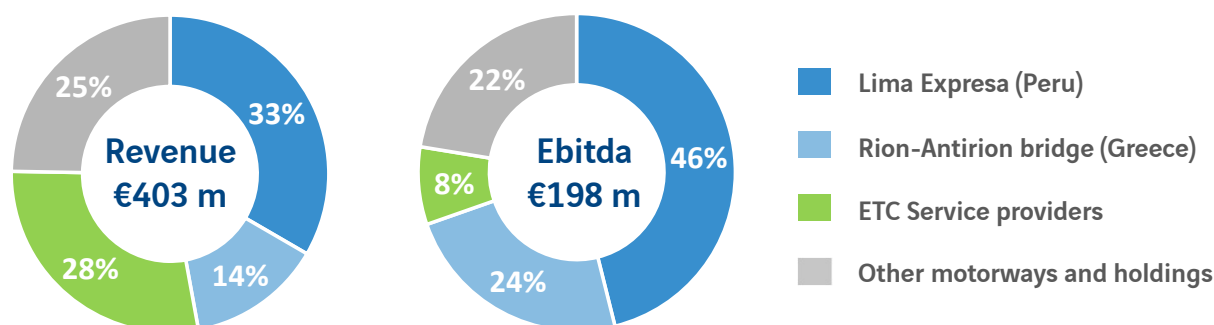
At 31 Dec. 2024

### Net financial debt

€4.0 bn

At 31 Dec. 2024

## VINCI Highways 2024 revenue and Ebitda breakdowns



# VINCI Highways (1/2) *As of 31<sup>st</sup> December 2024*

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	22 km	2051	50%	no	Equity method
UK	Public highway network	Hounslow PFI	432 km roads; 762 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	9 km	2042	50%	yes	Equity method
Slovakia	Motorway	Expressway R1	52 km	2041	50%	no	Equity method
Czech Republic	Motorway	D4 Via Salis	49 km	2049	50%	no	Equity method
Greece	Motorway	Athens-Pyrgos	201 km + 75 km under construction	2038 / 2044	36.0%	yes	Equity method
	Motorway	Maliakos-Kleidi	230 km	2038	15.3%	yes	Equity method
Canada	Motorway	Regina bypass	61 km	2049	37.5%	no	Equity method
	Motorway	Fredericton-Moncton expressway	195 km	2028	25%	yes	Equity method
USA	Ring road	Denver Northwest Parkway **	14 km	2106	100%	yes	Full consolidation
Peru	Ring road	Lima Expresa	25 km	2049	100%	yes	Full consolidation
Brazil	Motorway	Entrevias	570 km	2047	55%	yes	Equity method
	Motorway	Via Cristais (BR-040)***	594 km	2055	100%	yes	Full consolidation
Colombia	Motorway	Bogotá-Girardot (Via Sumapaz)	141 km, 65km (3 <sup>rd</sup> lane) under construction	2046	75%	yes	Full consolidation**

Concession or PPP infrastructure under construction

\* Acquisition of a further 6.1% stake in December 2024, bringing its total stake to 36.0%

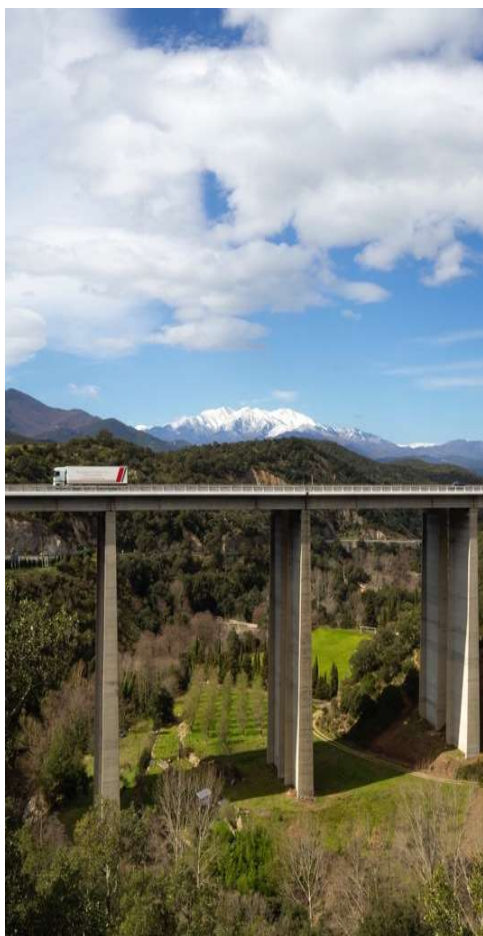
\*\* Acquisition of 100% of the Northwest Parkway section of the Denver ring road completed in April 2024

\*\*\* Takeover of operations in Q1 2025

2024 FULL YEAR RESULTS



# VINCI Highways (2/2) *As of 31<sup>st</sup> December 2024*



Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
Bridges & Tunnels							
France	Tunnel	Prado Carénage	2.5 km road tunnel, Marseille	2033	34.2%	yes	Equity method
	Tunnel	Prado Sud	1.5 km road tunnel, Marseille	2055	58.5%	yes	Equity method
Canada	Bridge	Confederation bridge	Prince Edward Island - mainland	2032	85%	yes	Full consolidation
Greece	Bridge	Rion-Antirion	2.9 km mainland-Peloponnese link	2039	72.3%	yes	Full consolidation
Portugal	Bridge	Lusoponte	Vasco de Gama - Lusoponte	2030	49.5%	yes	Equity method
USA	Bridge & Tunnel	Ohio River Bridge	Bridge (762 mtrs) and tunnel (512 mtrs), Louisville, KY	2051	33.3%	no	Equity method
ETC (electronic toll collection) contracts							
USA	ETC contract	ViaPlus USA	ETC services in the USA	2025 to 2031	100%	n.a.	Full consolidation
India	ETC contract	ViaPlus India	ETC services in India	2025 to 2027	100%	n.a.	Full consolidation
Ireland	ETC contract	Turas	ETC services for Dublin ring-road (M50)	2031	60%	n.a.	Full consolidation



# VINCI Stadium

As of 31<sup>st</sup> December 2024



Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
France	Stadium	Stade de France	80,000 seats, Saint-Denis	August 2025	67%	yes	Full consolidation
	Stadium	Marie-Marvingt	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 and other concessions

As of 31<sup>st</sup> December 2024

## VINCI Railways

Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
France	Rail	GSM-Rail	Ground-train communication system on 16,000 km of track	April 2025	70%	no	Equity method
	Rail	SEA High-Speed-Rail	302 km of high-speed rail line between Tours and Bordeaux	2061	42.0%*	yes	Equity method

## Other concessions

Country	Type	Name	Description	End of concession	VINCI share	Traffic risk	Consolidation
France	Building	Park Azur	Car rental centre, Nice Airport	2040	100%	no	Full consolidation
	Energy	Lucitea	Public lighting, Rouen	2027	100%	no	Full consolidation
	Bus	TCSP Martinique	Operation and maintenance of bus route and vehicles	2035	100%	no	Full consolidation
	Hydraulic	Bameo	Operation & maintenance of 31 dams on the Aisne and Meuse rivers	2043	50%	no	Equity method

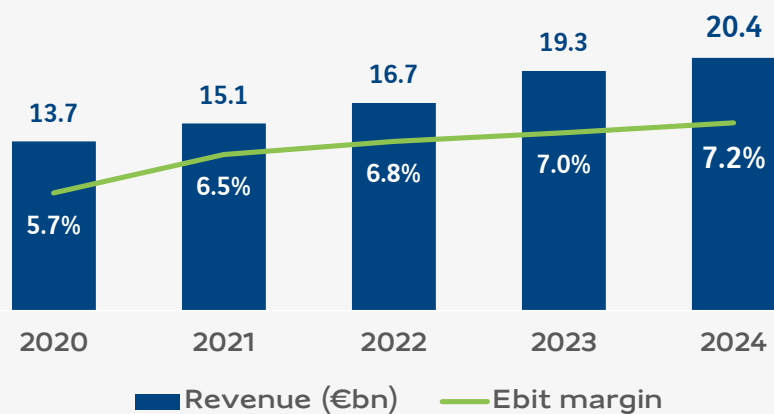


# VINCI Energies

# VINCI Energies

Making energy transition and digital transformation a reality

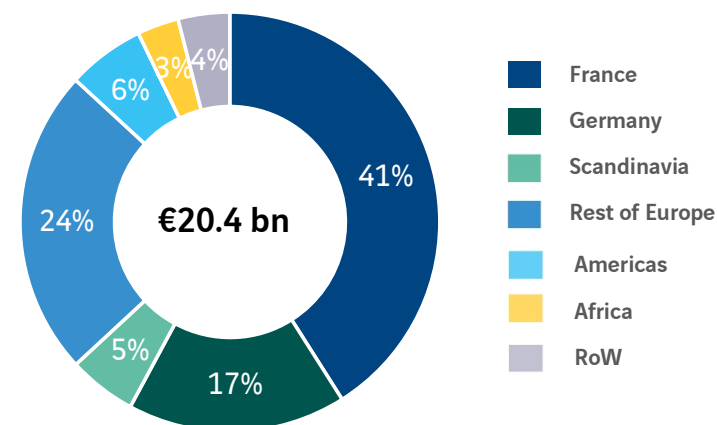
Revenue and Ebit margin over the past 5 years



€70 k  
Average contract size

~2,100 Business units

2024 revenue by geographical area



Est. Revenue split	Public	Non public
France	10%	31%
International	7%	52%
<b>Total</b>	<b>17%</b>	<b>83%</b>

2024 FULL YEAR RESULTS



# VINCI Energies

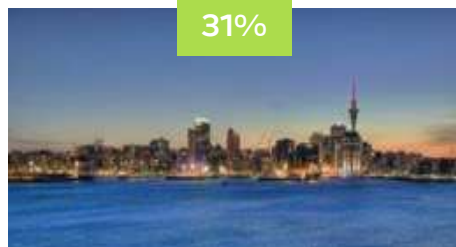
Making energy transition and digital transformation a reality

## Infrastructure (energies and transport)

**Transport infrastructure:** technical equipment and management systems

**Energy infrastructure:** electromechanical equipment of power plants, substation, transportation and distribution networks

Renewable energies and storage  
Public lightning  
Electric mobility



31%

## Industry

Process control and automation

Electrical and instrumentation

Mechanical and piping

Process utilities

Robotics



23%

## Building Solutions

Electrical systems

Heating, ventilation, air conditioning

Fire safety

Video surveillance and access control

Maintenance and services



28%

## ICT (Information Communication Technology)

Telecommunication and enterprise networks

Data storage (cloud infrastructure and data centres)

Business networks

Digital Workspace

Data analysis and business applications

Cybersecurity

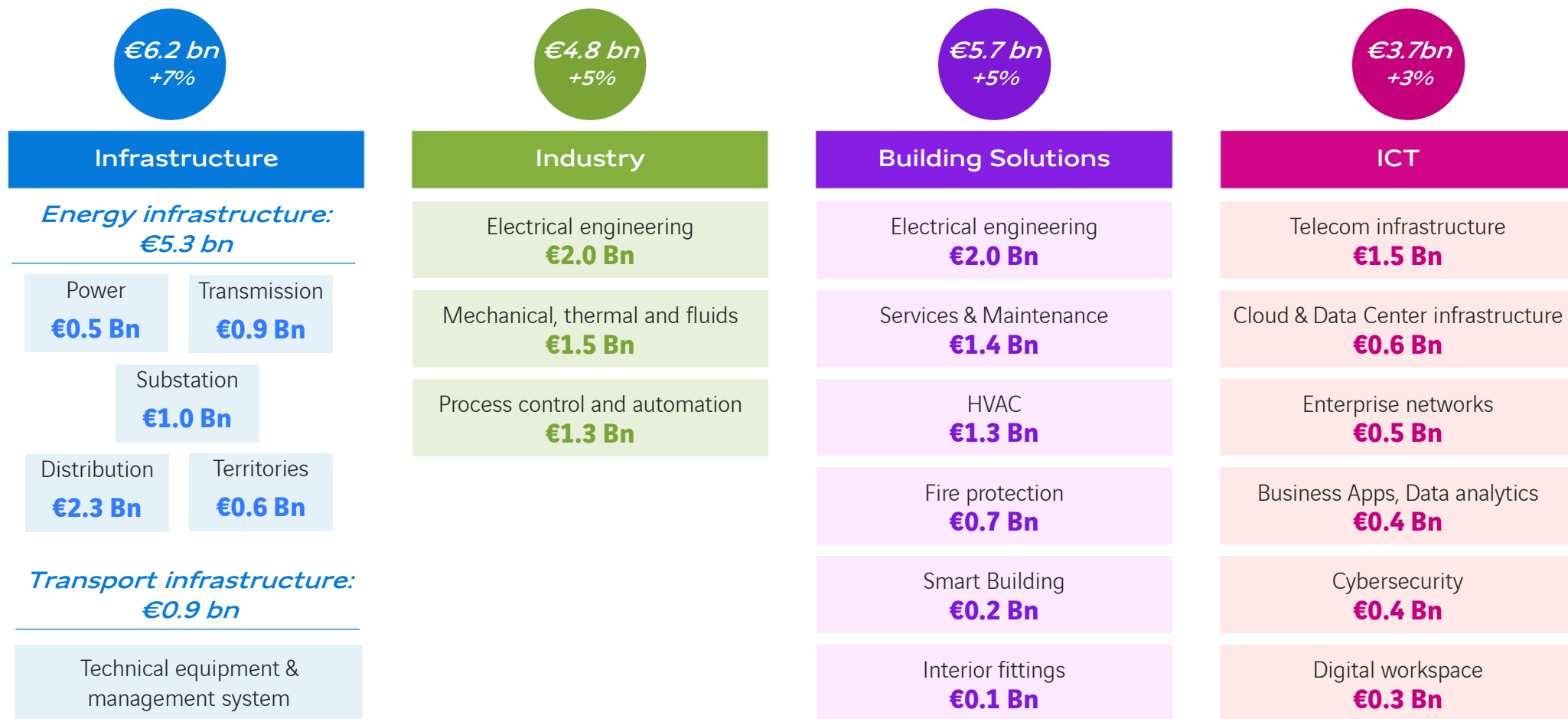


18%

XX % = % of the division's 2024 revenue



# VINCI Energies: revenue details by business line



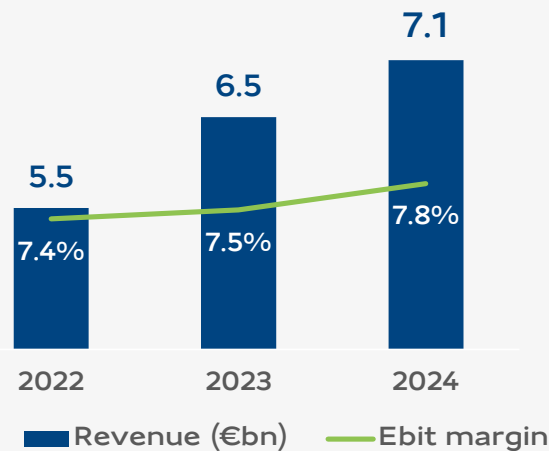


# Cobra IS

# Cobra IS

A leading company in applied industrial engineering and specialised services and a global player in the energy sector

Revenue and Ebit margin over the past 3 years



Portfolio of renewable energy assets at the end of 2024



0.6 GW  
in production

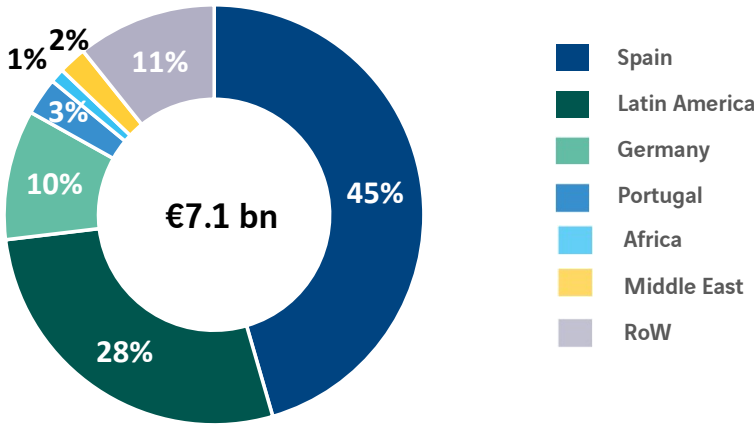
2.9 GW  
under construction

€317 m

Average contract size in EPC projects

525 Business units

2024 revenue by geographical area



Est. Revenue split	Public	Non public
Spain	17%	28%
International	7%	47%
Total	24%	76%

# Cobra IS

A leading company in applied industrial engineering and specialised services and a global player in the energy sector

## Flow business

### Networks

Design, engineering, supply and construction of electricity distribution lines and all type of gas, water and communication infrastructure and services

Management and maintenance of public lightning



### Facilities

Construction, installation and maintenance of high-voltage electrical networks, air conditioning installations, mechanical and naval assembly, railway installations

Integrated maintenance of all types of infrastructure, industry and building



### Control systems

Integration and supply of traffic control/tunnelling systems

Management of all urban and interurban intelligent transport systems and smart city projects



## EPC Projects

### Integrated projects

Design, engineering, supply and construction of projects related to the energy sector (HVDC converters, power transmission lines, renewable and conventional power plants, water infrastructure)



XX % = % of the division's 2024 revenue

# List of offshore windfarm energy converter platforms won by Cobra IS

*As of 31 December 2024*

Project name	Client	Year of entry in the order book	Capacity (GW)
Dolwin 6 *	TenneT	Before acq.**	0.9
Borwin 5	TenneT	Before acq.**	0.9
Dolwin 4	Amprion	2022	0.9
Borwin 4	Amprion	2022	0.9
Balwin 1	Amprion	2023	2.0
Balwin 2	Amprion	2023	2.0
Lanwin 2	TenneT	2023	2.0
Balwin 3	TenneT	2024	2.0
Lanwin 4	TenneT	2024	2.0
Lanwin 3 ***	50Hertz	2024	2.0
<b>Total</b>			<b>15.6</b>
<i>O/w contracts booked in 2022</i>			<i>1.8</i>
<i>O/w contracts booked in 2023</i>			<i>6.0</i>
<i>O/w contracts booked in 2024</i>			<i>6.0</i>



\* Delivered in 2023

\*\* Before the acquisition of Cobra IS by the VINCI Group on 31 December 2021

\*\*\* Contract announced in July 2024, in the order book in Q4 2024



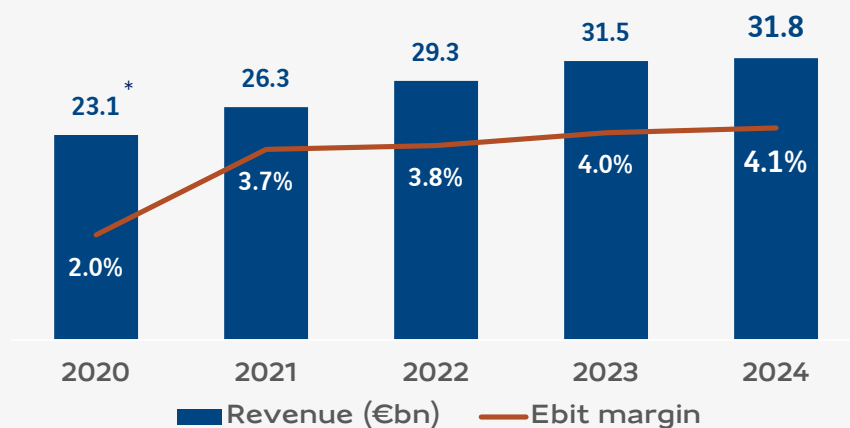


# VINCI Construction

# VINCI Construction

France's leading construction company  
and a major global player

Revenue and Ebit margin over the past 5 years

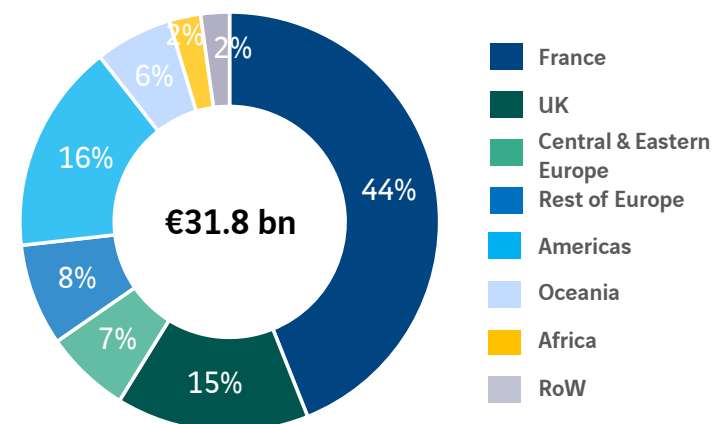


\* 2020 proforma data for VINCI Construction, i.e. after intra-business line eliminations

**€450 k**  
Average contract size

**~1,300** Business Units

2024 revenue by geographical area



Est. Revenue split	Public	Non public
France	22%	22%
International	34%	22%
<b>Total</b>	<b>56%</b>	<b>44%</b>

2024 FULL YEAR RESULTS



# VINCI Construction

France's leading construction company  
and a major global player

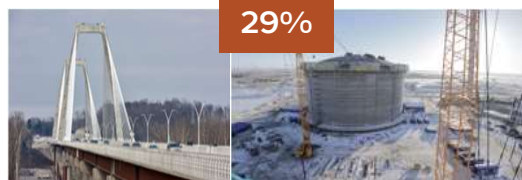
## Building

Non residential / Residential  
Refurbishment / New build



## Civil works

Civil engineering  
Geotechnical engineering  
Structural engineering  
Nuclear civil works



## Roads

Roadworks  
Maintenance and management of roads and  
motorways  
Asphalt industries: 380 asphalt production plants  
and 40 binder manufacturing plants  
Aggregates: 360 quarries (3.1 bn tonnes of reserves)  
& 230 recycling sites producing 82 m tonnes of  
aggregates per year (Group share), o/w 16 m  
recycled



## Networks

Rail works  
Earthworks  
Water infrastructure



XX % = % of the division's 2024 revenue

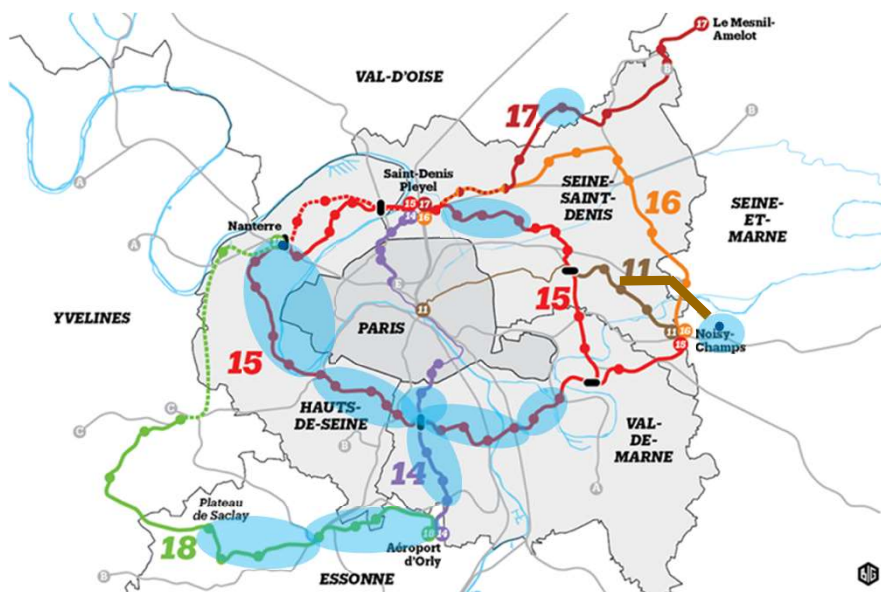
# The Grand Paris Express project

At the end of December 2024

€7.3 bn attributed to VINCI entities as of December 2024

Main works packages won in 2024

4 new metro lines around Paris and 2 line extensions



## Line 15

- Specialized civil engineering works on Line 15 East-2 between Bobigny and Saint-Ouen
- Optional tranche of works on Line 15 West

## Line 17

- Layout and fittings of Triangle de Gonesse station

Around

**€36 bn**

Construction budget\*

**200 km**

Automatic metro lines

**68**

New stations

Expected completion in

**2030**

\* source: Société du Grand Paris





# VINCI Immobilier

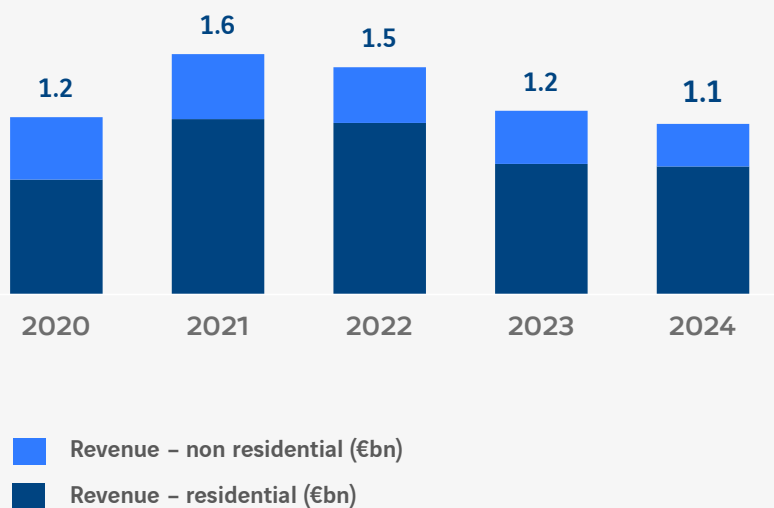
2024 FULL YEAR RESULTS





# VINCI Immobilier

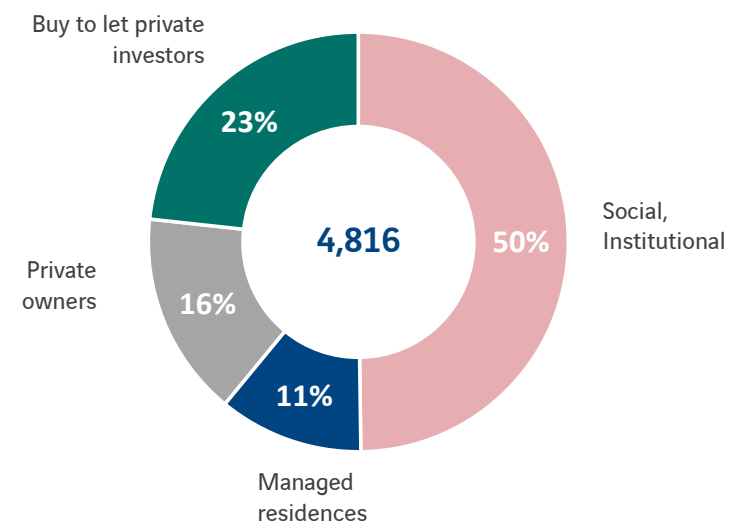
Revenue over the past 5 years



€1.3 bn 2024 managed revenue\*

Presence in **27** cities in France  
(+ in Monaco and Poland)

2024 reservations by destination



\* Including VINCI Immobilier's share in joint developments

2024 FULL YEAR RESULTS



# VINCI Immobilier

## Residential Real Estate

## Non-residential Real Estate

## Services

### Housing / Managed residences

75%



### Offices

9%



### Stores

0%



### Hotels

8%



### 57 managed residences (senior, student & co-living\*)

7%



XX % = % of the division's 2024 revenue

# In operation    # Under construction



39

7



17

6

**Bikube.**

1\*

2

# Notes

# Notes

# Team



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## Agenda

17

**April 2025**  
VINCI Shareholders meeting

22

**April 2025**  
Ex-dividend date

24

**April 2025**  
Dividend payment (all cash)

24

**April 2025**  
VINCI Q1 2025 publication