

# Financial statements 2000



**ANTOINE ZACHARIAS**  
Chairman and CEO



# 2000 : an outstandingly eventful year

VINCI has become an independent group

- The VIVENDI pull-out has been managed very smoothly by VINCI
- VINCI has taken control of its strategic choices
- The new name VINCI represents a mission statement endorsed by all
- VINCI has become world number one through the merger with GTM
  - a natural merger in industrial terms
  - a merger made easier by the similarity of the two groups' corporate cultures



# 2000 : an outstandingly eventful year

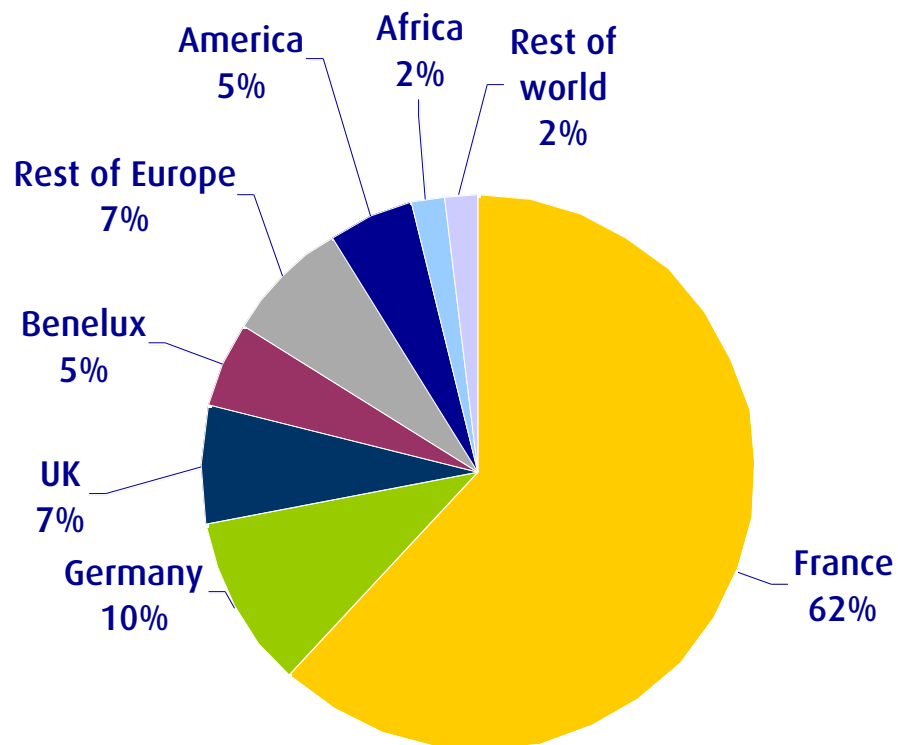
VINCI is today:

- The 20th largest French employer
- The 20th largest French group in terms of sales
- The 50th largest stock market capitalisation on the Paris Stock Exchange



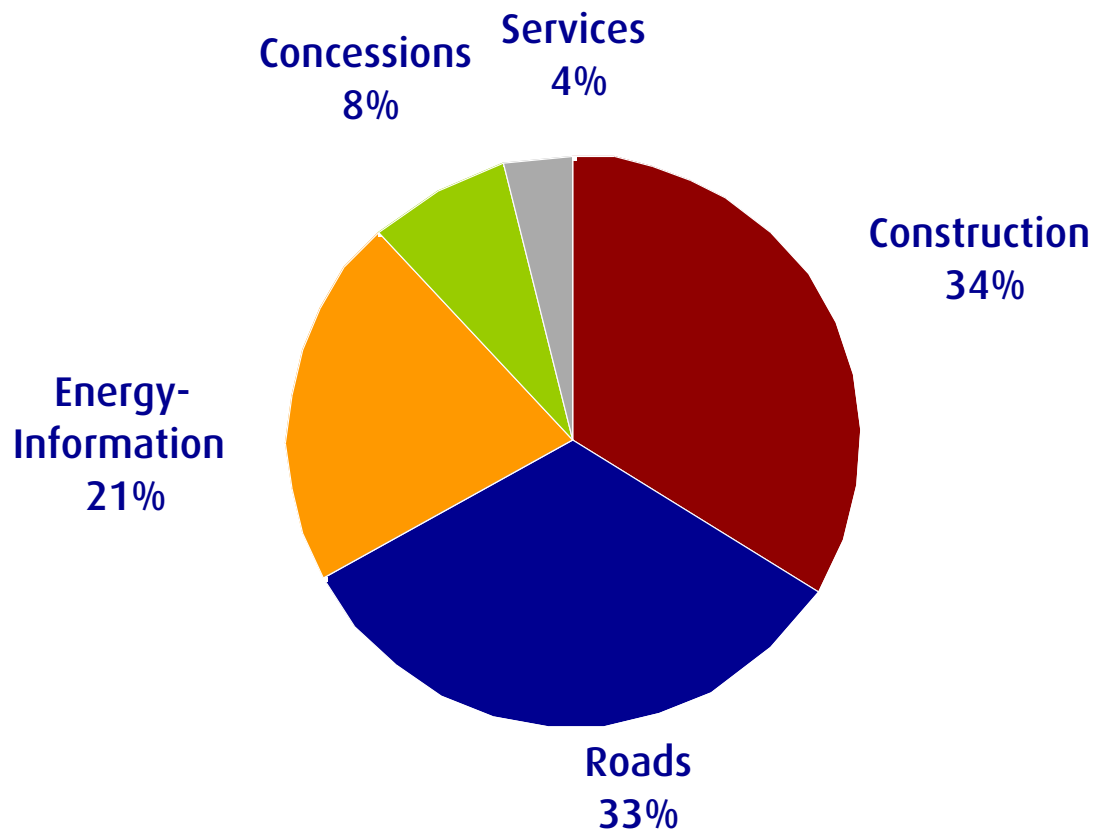
# A European group

**Net sales 2000 proforma :  
17.3 billion euros**



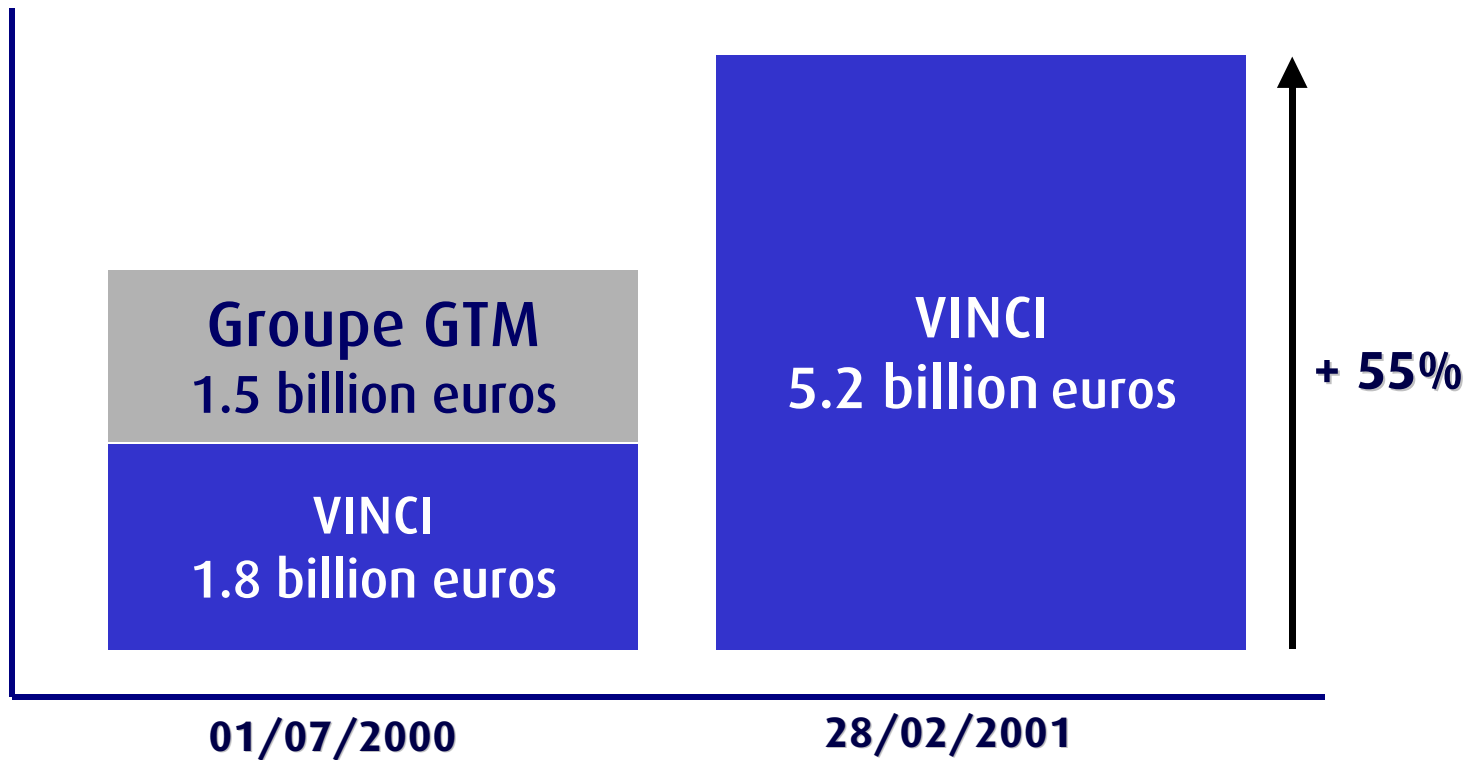
# A well-balanced business mix

**Net sales 2000 pro-forma :  
17.3 billion euros**



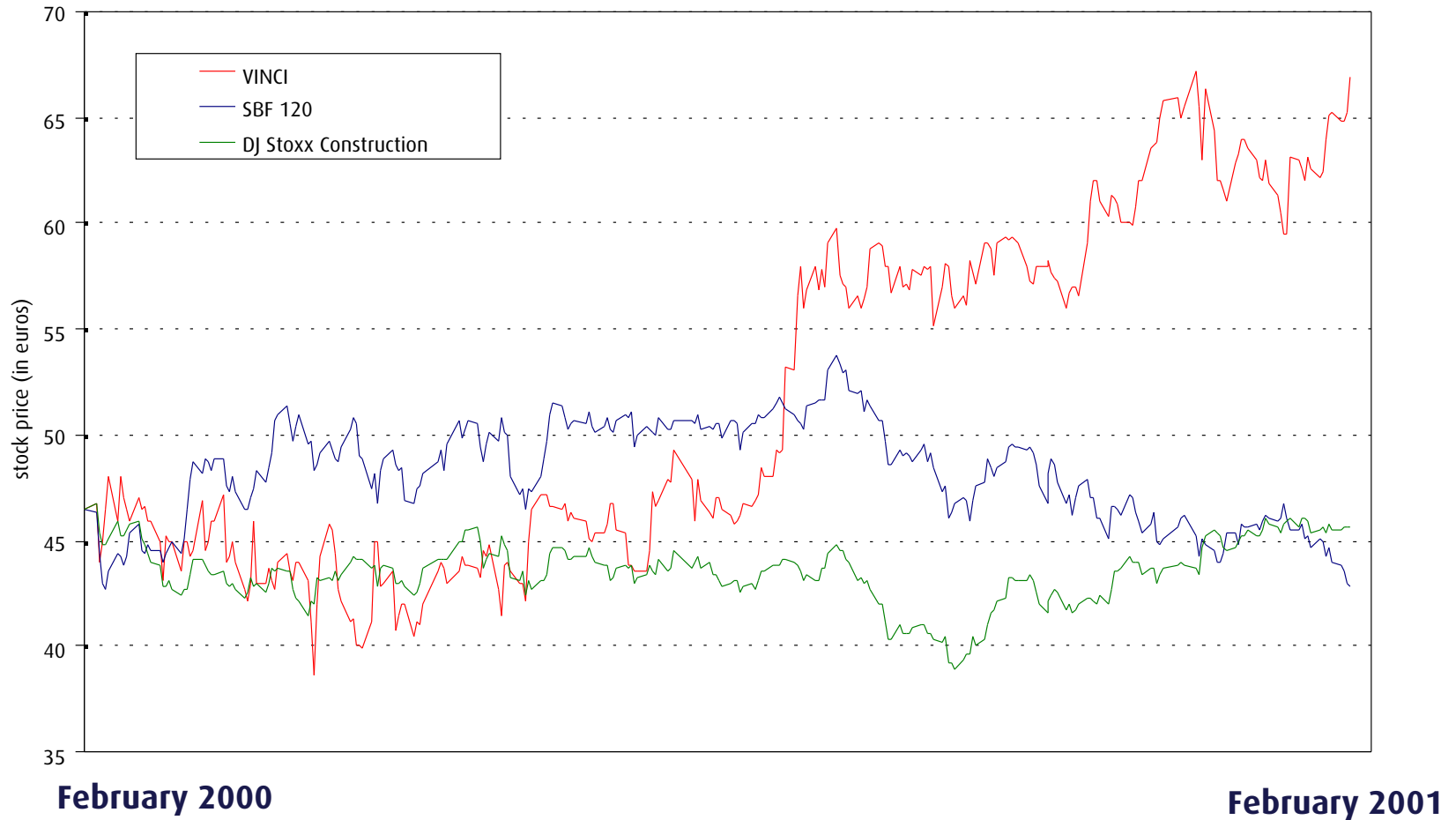
# 2000 : an outstandingly eventful year

A value-creating merger : the new group has a stock market value greater than the sum of the stock market values of VINCI and GTM before the merger



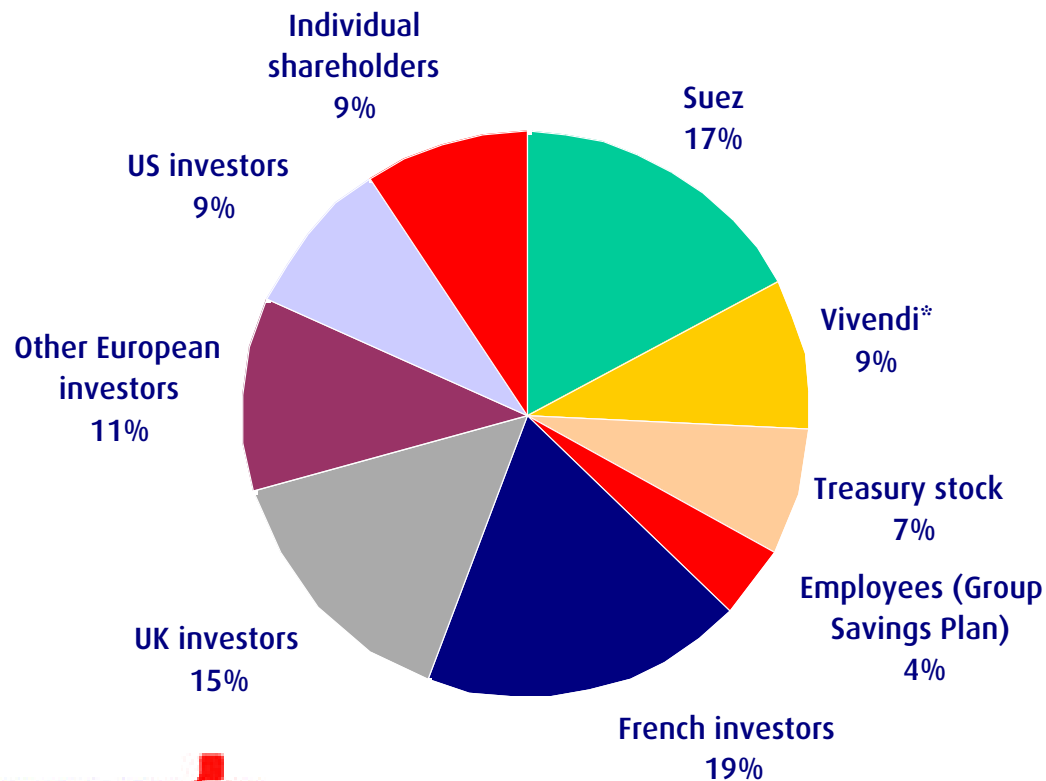
# 2000 : an outstandingly eventful year

## Stock market has responded positively to merger



# Shareholder structure on 31 December 2000 (79,154,601 shares)

- More individuals are now VINCI shareholders
- More staff members are now shareholders
- VIVENDI has planned ahead for its pull-out with an exchangeable bond issue
- Agreement with Suez Lyonnaise des Eaux to cut back its holding
- Treasury stock increased to 7%
- Share buy-back programme



– \* In February 2001 Vivendi issued a 5 year bond exchangeable into Vinci shares for a total amount covering its full holding



# Speedy introduction of new organisational structure to leverage synergies

- Operating structures in place
- Ahead of schedule
  - Consultations with social partners almost completed
  - Legal re-organisation at an advanced stage
- First quantifiable assessment of synergies

# Speedy introduction of new organisational structure to leverage synergies

**Antoine Zacharias**  
Chairman and CEO

**Jérôme Tolot**  
Managing Director

**Bernard Huvelin**  
Managing Director



**Jérôme Tolot**  
Chairman  
**Frédéric Gauchet**  
General Manager

**D. Grand**  
VINCI Park

**R. de Matharel**  
Airports

**G. Breem**  
Infrastructures

**Christian Péguet**  
Chairman

**P. Lebrun**  
Deputy General Manager

**Ph. Lemaistre**  
General Manager

**J.- Y. Le Brouster**  
Deputy General Manager

**Roger Martin**  
Chairman

**J. -L. Marchand**  
Germany

**D. Berrebi**  
France

**D. Roffet**  
International

**Xavier Huillard**  
Chairman

**X. Huillard**  
SOGEA Construction

**J. Allemand**  
GTM Construction

**J.-P. Marchand-Arpoumé**  
Freyssinet

**H. Stouff**  
VINCI Construction  
Major projects

**Ph. Ratynski**  
VINCI Construction  
International Subsidiaries

**J. Stanion**  
UK / Germany

# Synergies

**Initial target of 70 million euros revised upwards:**

**50 million euros in 2001**

**More than 100 million euros by 2003**

**(before tax)**

## Breakdown

- |  |     |
|--|-----|
| – Structural streamlining and elimination of duplication | 50% |
| – Optimisation and best practices                        | 30% |
| – Purchasing and investment                              | 20% |



# An excellent year

- Favourable economic conditions in Europe
- External growth focused on high value-added businesses
  - Car parks in Europe (+140,000 spaces)
  - Mexican airports
  - Electrical engineering / new information and communication technologies
  - Facility management
- Pull-out from businesses offering low profit margins
  - Disposal of building and civil engineering subsidiaries in Germany, Belgium, Portugal
- Commercial success in the new business activities

# Results 2000



# The financial statements for 2000 are of a very high standard

	2000/1999
• Net sales	+ 10%
• Operating income	+ 23%
• Net income	+ 55%
excluding exceptional items	+ 41%

**CHRISTIAN LABEYRIE**  
Chief Financial Officer



# Net sales



# Net sales up 10%

## Growth in all business activities

in millions of euros	2000 proforma	1999 proforma	Var.	Var. on a like-for-like basis
Concessions	1,342	1,221	+10%	+ 5%
Energy-Information	3,096	2,741	+13%	+10%
Roads	5,355	4,825	+11%	+ 9%
Construction	7,176	6,557	+ 9%	+ 7%
Miscellaneous	362	380		
<b>Total</b>	<b>17,331</b>	<b>15,724</b>	<b>+10%</b>	<b>+ 8%</b>

# International growth

## Breakdown of net sales outside France by line of business

in millions of euros	2000 pro-forma	1999 pro-forma	Var.	Var. Comparing like with like
Concessions	147	99	+49%	+9%
Energy-Information	959	874	+10%	+1% *
Roads	2,201	2,096	+ 5%	0 **
Construction	3,169	3,054	+ 4%	+2%
Miscellaneous	165	190		
<b>Total</b>	<b>6,641</b>	<b>6,313</b>	<b>+ 5%</b>	<b>+1%</b>
Germany	1,683	1,923	-13%	
Other foreign countries	4,958	4,390	+13%	

– \* +5% excluding thermal activities

\*\* +14% excluding Germany



# **Strong improvement of VINCI's profitability**



# Net income up 41% before exceptional items

in millions of euros	2000 proforma	1999 proforma	Var.
<b>Net income</b>	<b>423</b>	<b>273</b>	<b>+55%</b>
Net income per share (euros)	5.42	3.53	+53%
<b>Non-recurrent items</b>	<b>47</b>	<b>6</b>	
- capital gains from disposals	152	26	
- exceptional income from deferred taxes	50	26	
- merger*	(47)	-	
- change of name	(10)	-	
- exceptional amortisation of goodwill and miscellaneous provisions	(98)	(46)	
<b>Net income excluding exceptional items</b>	<b>376</b>	<b>267</b>	<b>+41%</b>

– \* accounting harmonisation, restructuring expenses, public exchange offer and merger costs



# Statement of income (1/2)

in millions of euros	2000 proforma	1999 proforma	Var.
Net sales	17,331	15,724	+10%
Gross operating surplus	1,460	1,312	+11%
as % of net sales	8.4%	8.3%	
<b>Operating income</b>	<b>966</b>	<b>787</b>	<b>+23%</b>
as % of net sales	5.6%	5%	
Net financial income	(177)	(166)	
<b>Operating + net financial income</b>	<b>789</b>	<b>621</b>	<b>+27%</b>

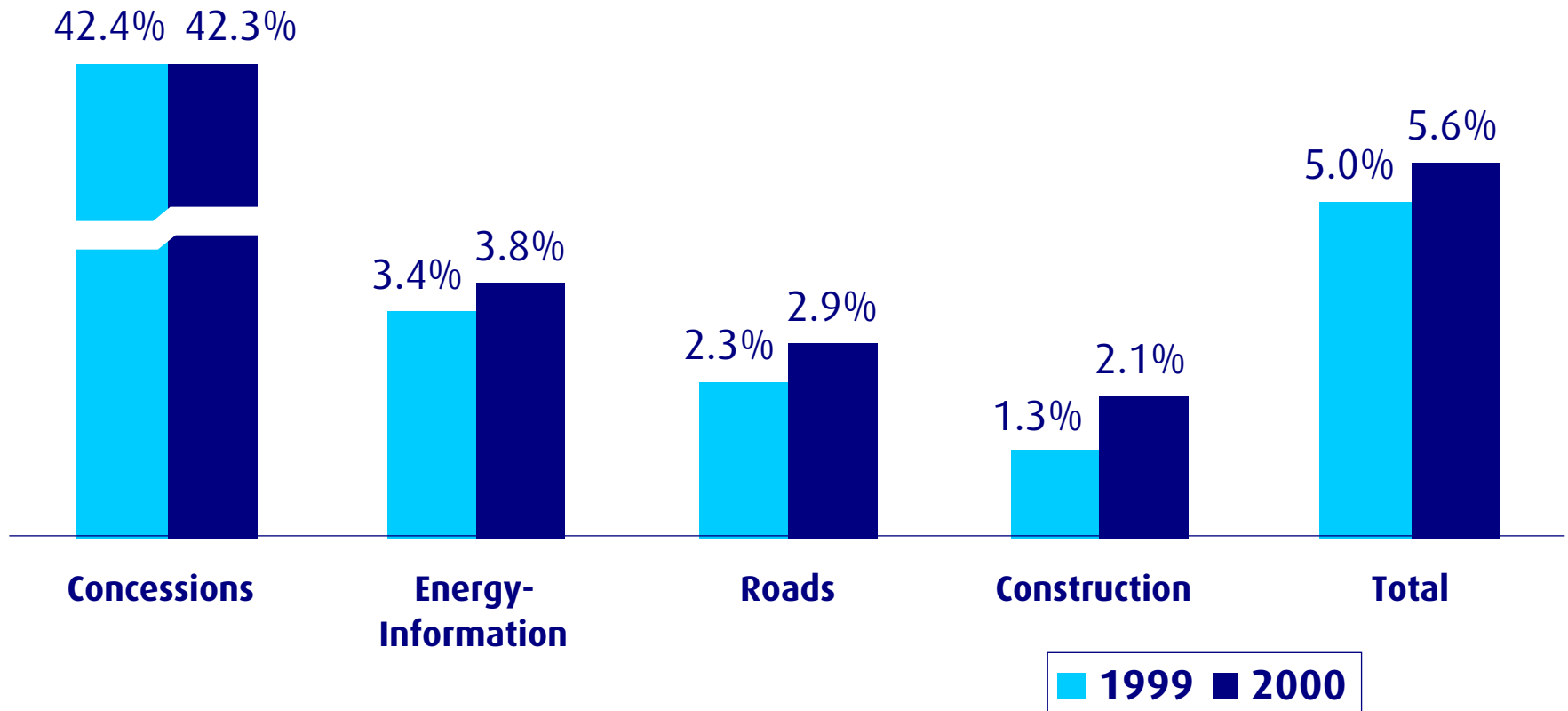
# Operating income up 23%

## Breakdown of operating income by line of business

in millions of euros	2000 proforma	1999 proforma	Var.
Concessions	568	518	+10%
Energy - Information	118	94	+25%
Roads	156	110	+41%
Construction	150	82	+83%
Miscellaneous	(26)	(17)	
<b>Total</b>	<b>966</b>	<b>787</b>	<b>+23%</b>
Before impact of accounting harmonisation	950	805	+18%

# Improved profitability in all business activities

## Operating margin (operating income / net sales)



# Limited net financial expense apart from Cofiroute

in millions of euros	2000 proforma	1999 proforma
Net interest income (expense)	(138)	(134)
Reversion fund	(65)	(62)
Other financial items (dividends, provisions, foreign exchange)	26	30
<b>Net financial income (expense)</b>	<b>(177)</b>	<b>(166)</b>
of which Cofiroute	(147)	(136)

# Statement of income (2/2)

in millions of euros	2000 proforma	1999 proforma	Var.
<b>Operating + net financial income</b>	<b>789</b>	<b>621</b>	<b>+27%</b>
Exceptional income	(82)	(21)	
Taxes	(109)	(174)	
Goodwill amortisation	(95)	(78)	
Equity-method companies	5	2	
Minority interest	(85)	(77)	
<b>Net income</b>	<b>423</b>	<b>273</b>	<b>+55%</b>

# Exceptional income

in millions of euros	2000 proforma	1999 proforma
Capital gains from disposals	157	44
Restructuring costs	(92)	(25)
Other exceptional items	(147)	(40)
<b>Exceptional income</b>	<b>(82)</b>	<b>(21)</b>

# Reduction of the effective tax rate

in millions of euros	2000 proforma	1999 proforma
Current taxes	(136)	(195)
Exceptional income from deferred taxes	50	26
Other deferred taxes	(23)	(5)
<b>Total</b>	<b>(109)</b>	<b>(174)</b>
Effective tax rate	15%	29%
Excluding exceptional income from deferred taxes	22%	33%

# Amortisation of goodwill

in millions of euros

2000  
proforma

1999  
proforma

Exceptional amortisation

(44)

(26)

Other amortisation of goodwill

(51)

(52)

**Total amortisation of goodwill**

**(95)**

**(78)**

# Large volume of free cash flow

in millions of euros

2000  
proforma

Operating cash flow	1,079
Variation of WCR	(50)
	<hr/>
	<b>1,029</b>
Net capital expenditure	(568)
<b>"Free Cash Flow"</b>	<hr/>
	<b>461</b>
Investment of infrastructure concessions	(493)
Net financial investment	170
Share buy-back	(145)
Dividends paid	(103)
Other financial items	32
<b>Flows for the financial year</b>	<hr/>
	<b>(78)</b>

# Balance sheet: concessions clearly the dominant feature

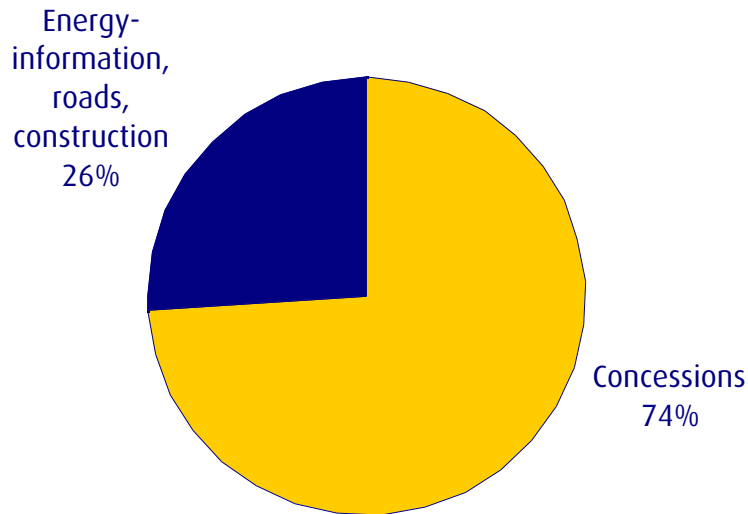
in millions of euros	2000 proforma	of which concessions	1999 proforma
<b>Fixed assets</b>	<b>7,480</b>	<b>4,687</b>	<b>7,092</b>
of which reversion fund	(985)	(985)	(919)
Shareholders' equity	2,317 <sup>*</sup>	1,699	1,888
Grants and other long term debt	471	407	415
Pension commitments	429	4	451
Provisions	1,950	126	1,861
WCR	458	(24)	407
Net financial debt			
Concessions	2,475		2,128
Other businesses	(620)		(58)
	<u>1,855</u>	<u>2,475</u>	<u>2,070</u>
<b>Resources</b>	<b>7,480</b>	<b>4,687</b>	<b>7,092</b>

– \* of which minority interest: 482 million euros



# A group creating value

**Capital employed**  
**5.9 billion euros**



**Return on capital employed - ROCE**  
(operational income after tax / capital employed)

Concessions 9.2%

Other 22.9%

➤ **ROCE group** **12.7%**

➤ **WACC** **7.5%**

**Return on equity - ROE** **23.1%**



# Dividends

- 1.65 euros per share (2.475 euros including the tax credit)
- Total pay-out: 121 million euros \*
- An increase of 28% over the amounts paid out by Vinci and GTM in the previous year
- Total yield of 3.8% based on the share price of 26 February 2001 (66 euros)

\* excluding treasury stock (not entitled to dividend)



# Outlook for 2001



# The way ahead for VINCI

- Ensure that the VINCI/GTM merger delivers sustainable long-term benefits

## Confirm synergies

- commercial
- geographic
- productivity

**and at the same time**

- Continue to grow VINCI
  - Growth in businesses offering high profitability
  - « Up-grading » of all lines of business
  - Selective internal growth
  - Targeted external growth



**JEROME TOLOT**  
Managing Director

# An unrivalled and highly diversified portfolio

**Toll-paying  
motorways  
1200 km**



**8 bridges and  
tunnels**



**25 airports**



**720,000  
parking spaces**



**Average remaining duration**

**30 years  
78 years  
20 years**

**38 years**

**42 years**

**27 years**



# An unrivalled and diversified portfolio

		Country	Remaining duration (years)	% held
<b>TOLL ROADS</b>				
Cofiroute	National network (842 km)	France	30	65%
Cofiroute	A86 west (tunnels 17 km)	France	78	65%
Fredericton-Moncton	200 km	Canada	33	12%
Chillan-Collipulli	160 km	Chile	21	81%
Don Muang	20 km (Bangkok-airport)	Thailand	21	5%
<b>BRIDGES AND TUNNELS</b>				
Rion-Antirion	Bridge Peloponese - mainland	Greece	40	53%
Confederation	Bridge Prince Edward island - mainland	Canada	32	50%
Tagus	Two bridges in Lisbon	Portugal	30	25%
Prado-Carenage	Tunnel in Marseilles	France	25	28%
Severn River Crossing	Two bridges	UK	14	35%

# An unrivalled and diversified portfolio

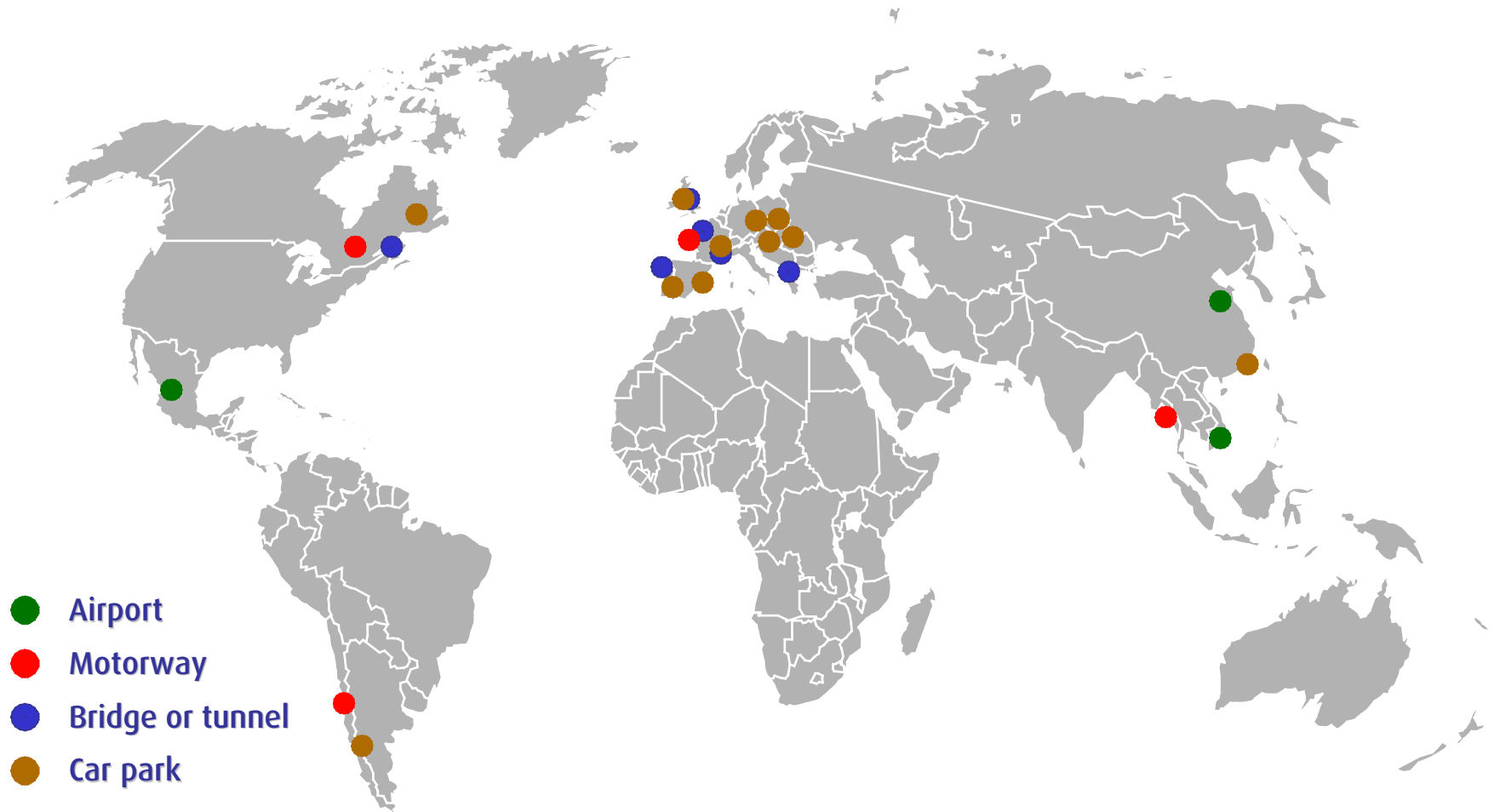
		Country	Remaining duration (years)	% held
<b>AIRPORTS</b>				
Mexico centre north	13 airports - 10 million passengers/year	Mexico	50	37% (1)
Mexico south	9 airports - 11 million passengers/year	Mexico	49	25% (1)
Beijing	18 million passengers/year	China	50	10% (2)
Cambodia	2 airports - 1 million passengers / an	Cambodia	20	70%
<b>CAR PARKS</b>				
Vinci Park	720,000 car park spaces	France & abroad	27	100%
<b>PRIVATE FINANCE INITIATIVE</b>				
Dorset police	Headquarters and four section stations	UK	30	100%
Cardiff bay	Bute Avenue project	UK	25	50%
Stafford schools	Two schools	UK	25	50%
<b>Miscellaneous</b>				
Stade de France	80,000-seat stadium	France	25	67%
Prisons	Capacity: 8,600	France	n.s.	100%

(1) stake in the "strategic partner" which holds 15% of airports

(2) stake held by ADP Management (34% GTM, 66% ADP)



# A global presence



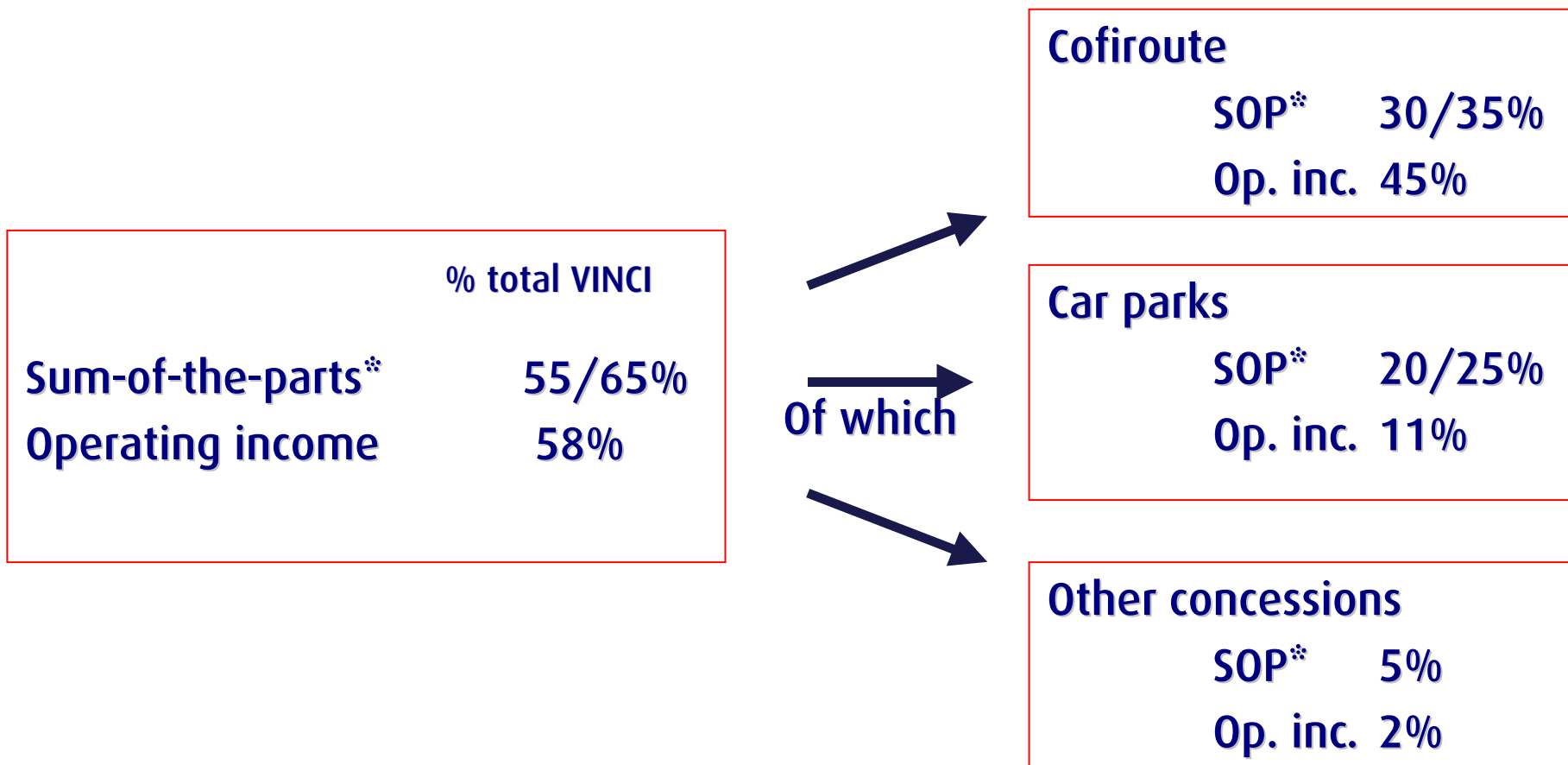
# Clearly defined priorities for action



- Operate for maximum value the existing portfolio
- Selective growth (airports and car parks)
- Action focus
  - Car parks
    - Make VINCI Park a success
    - Renewals in France
    - Growth in other countries
  - Airports
    - Partnership with ADP
    - Acquisition of concessions
    - Development of airport services
  - Bridges and tunnels
    - A86
    - Selective prospecting (Korea, UK, Canada...)



# The group's largest contributor



\* Estimates by financial analysts



# The challenges facing the group



Near term :

**Enhance the standing of the stock on the market**

Long term :

**Ensure sustainability and growth of income**



**ANTOINE ZACHARIAS**  
Chairman and CEO



# Outlook for 2001

## Economic conditions remain favourable

- Strong growth in the European Union
- Favourable conditions in Eastern Europe
- Recovery expected in Germany
- Positive outlook on all our markets
  - Order backlog at end 2000: + 10 %

# Outlook for 2001

## Order backlog on 31 December 2000

in millions of euros	Year 2000 Meuros	In number of months	Var. 2000/1999
Energy - Information	1,141	4.4	+17%
Roads	2,477	5.6	+ 7%
Construction	6,267	10.5	+ 9%
<b>Total</b>	<b>9,885</b>		<b>+10%</b>

# Targets 2001

## Further improvement of VINCI's profitability

- Net sales: continue selective order-taking policy
- Net income excluding exceptional items: + 20% (taking comparable taxation)
- Net income after tax similar to 2000
  - despite heavier tax burden
  - without exceptional capital gains

# Financial statements 2000



# Exhibits



# Outlook for 2001

## Awards

in millions of euros

	Year 2000	Var. 2000/1999
Energy-Information	3,322	+15%
Roads	5,607	+17%
Construction	7,159	+ 7%
<b>Total</b>	<b>16,088</b>	<b>+12%</b>

# Main awards in 2000

- ENERGY-INFORMATION

- Power supply and communication networks at Roissy airport
- Communication infrastructure for LD Cable
- Computer hub for Global Crossing
- Maintenance of central buildings for Société Générale
- CAM systems on Clio, Laguna, Safrane assembly lines for Renault

- ROADS

- Runways at Strasbourg, Basel-Mulhouse and Dortmund airports
- Access roads and associated civil engineering at Toyota plant (Valenciennes)
- Access roads for carrefour hypermarket (Bratislava - Slovakia)
- Platform for Val metro in Rennes

- CONSTRUCTION

- Paris-Hendaye backbone for Swedish operator Telia
- Sleeve-laying for LD Cable
- Cable network for Lyonnaise Communication
- Marks & Spencer in Paris
- 13 UGC cinemas in Belgium
- Warehouses for Prologis and FedEx (UK)
- Stafford PFI school project (UK)
- Public building maintenance for the City of Liverpool (UK)
- Esso project in Cameroon
- A86 east tunnel
- Thalys 4 operations
- Pre-stressing for Taiwan gas terminal (Freyssinet)