

Group

MARKET CAPITALISATION
AT 31 DECEMBER 2021

€55 billion

A world leader
IN CONCESSIONS,
ENERGY AND CONSTRUCTION

BUSINESS UNITS⁽¹⁾

3,200

WORKSITES⁽¹⁾

280,000

OPERATIONS IN SOME

120 countries

GROUP COMPANIES WITH NO
LOST-TIME WORKPLACE ACCIDENTS⁽²⁾

73%

EMPLOYEES WORLDWIDE⁽²⁾

219,299

LONG-TERM CREDIT RATINGS
STANDARD & POOR'S

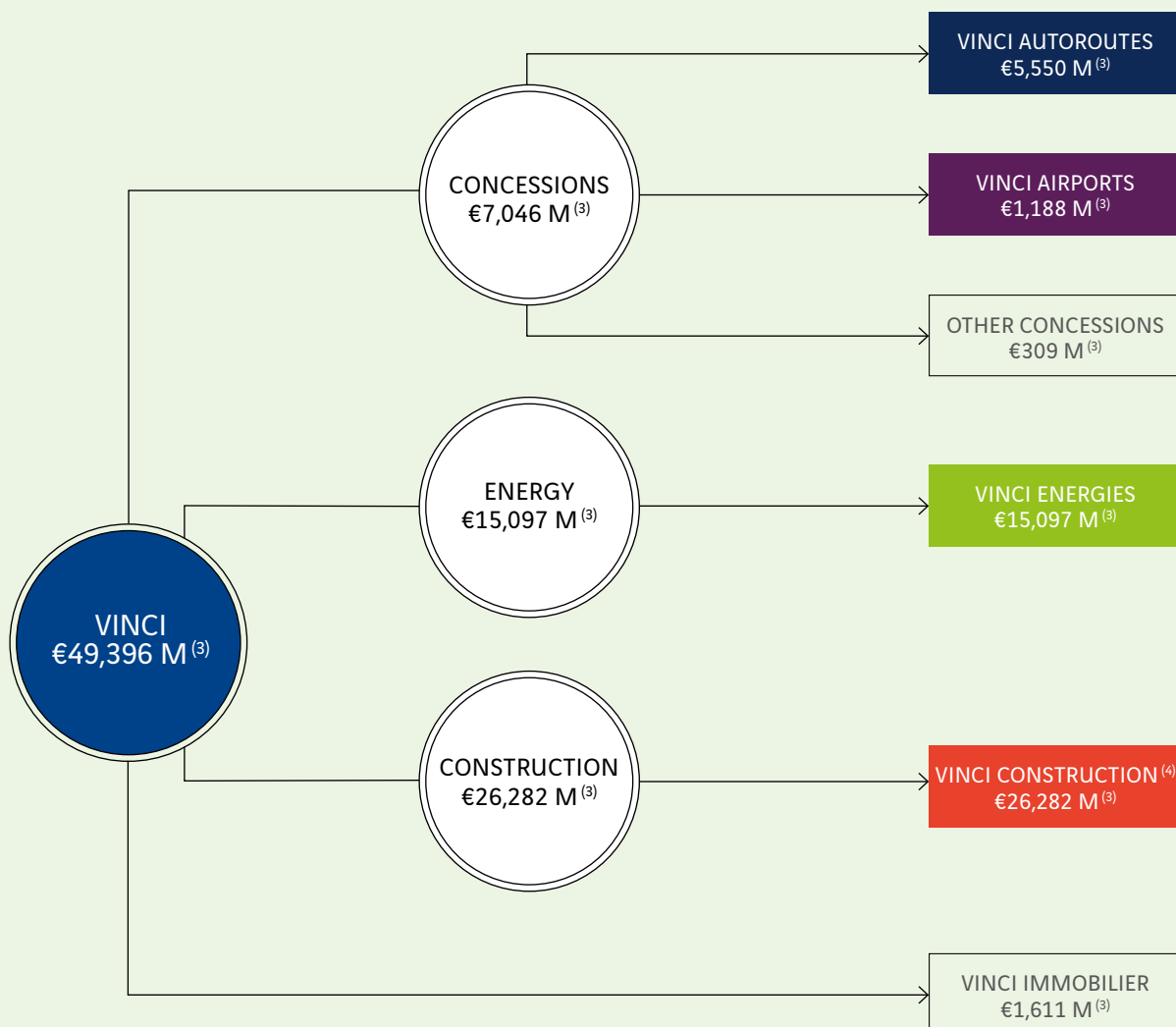
A- stable outlook

MOODY'S

A3 stable outlook

130-year
HISTORY

SIMPLIFIED ORGANISATION CHART



(1) Estimates. (2) At 31 December. (3) 2021 Revenue. (4) In addition to its construction activities, VINCI Construction now includes Eurovia.

Group

REVENUE⁽¹⁾

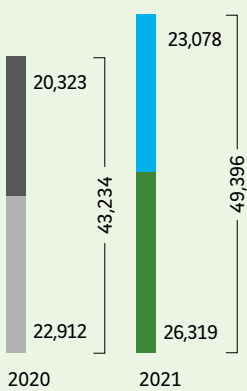
€49.4 billion

NET INCOME ATTRIBUTABLE
TO OWNERS OF THE PARENT

€2,597 million

REVENUE⁽¹⁾

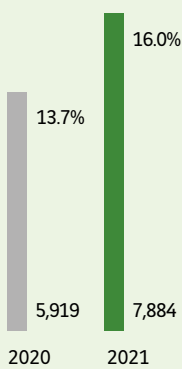
(in €m)



■ France ■ International

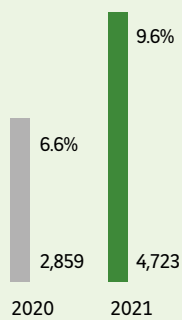
EBITDA⁽²⁾

(in €m and as a percentage of revenue⁽¹⁾)



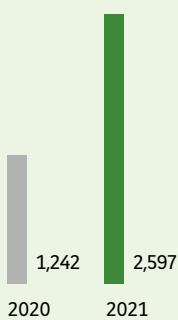
OPERATING INCOME
FROM ORDINARY ACTIVITIES

(in €m and as a percentage of revenue⁽¹⁾)



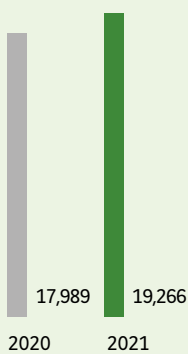
NET INCOME ATTRIBUTABLE
TO OWNERS OF THE PARENT

(in €m)



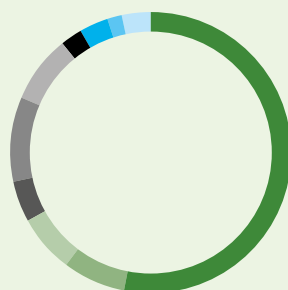
NET FINANCIAL DEBT
AT 31 DECEMBER

(in €m)



REVENUE⁽¹⁾
BY GEOGRAPHICAL AREA

(in €m and as a percentage)

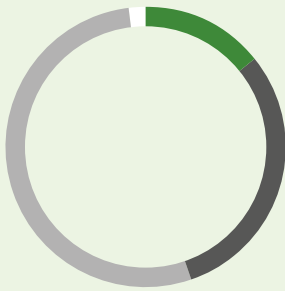


France	26,319	53.3%
Germany	3,459	7.0%
United Kingdom	3,405	6.9%
Central and Eastern Europe	2,304	4.7%
Rest of Europe	4,735	9.6%
North America	3,914	7.9%
Central and South America	1,205	2.4%
Africa	1,560	3.2%
Russia, Asia and Middle East	960	1.9%
Oceania	1,536	3.1%

Group

REVENUE ⁽¹⁾ BY BUSINESS

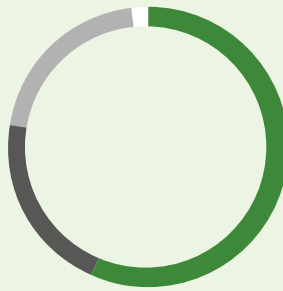
(in €m and as a percentage)



■ Concessions	7,046	14.3%
■ Energy	15,097	30.6%
■ Construction	26,282	53.2%
■ Property and intragroup eliminations	972	1.9%

OPERATING INCOME FROM ORDINARY ACTIVITIES BY BUSINESS

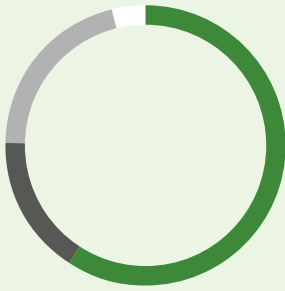
(in €m and as a percentage)



■ Concessions	2,683	56.8%
■ Energy	985	20.9%
■ Construction	968	20.5%
■ Property and holding companies	85	1.8%

EBITDA ⁽²⁾ BY BUSINESS

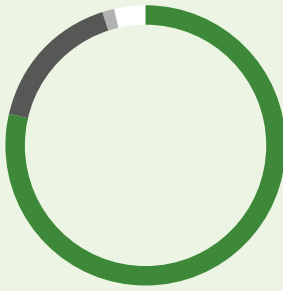
(in €m and as a percentage)



■ Concessions	4,676	59.3%
■ Energy	1,259	16.0%
■ Construction	1,647	20.9%
■ Property and holding companies	301	3.8%

CAPITAL EMPLOYED ⁽³⁾

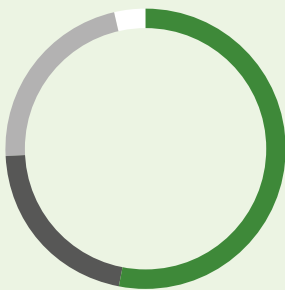
(in €m and as a percentage)



■ Concessions	38,584	79.1%
■ Energy	7,789	16.0%
■ Construction	672	1.4%
■ Property and holding companies	1,747	3.6%

NET INCOME ATTRIBUTABLE TO OWNERS OF THE PARENT BY BUSINESS

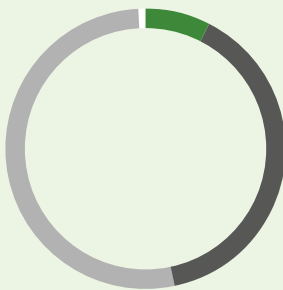
(in €m and as a percentage)



■ Concessions	1,379	53.1%
■ Energy	553	21.3%
■ Construction	571	22.0%
■ Property and holding companies	94	3.6%

WORKFORCE ⁽³⁾

(in €m and as a percentage)



■ Concessions	16,826	7.7%
■ Energy	85,555	39.0%
■ Construction	115,270	52.6%
■ Property and holding companies	1,648	0.7%

(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies (2021: €586m). See glossary (page 379).

(2) Cash flows from operations before tax and financing costs. See glossary (page 379).

(3) At 31 December 2021.