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# Report on the financial statements 2021

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# A. Report on the financial statements for the year

## 1. Consolidated financial statements

*In 2020, Covid-19 had a major impact, but VINCI showed its resilience and ability to adapt to an unprecedented situation. In 2021, we achieved a strong recovery, which is all the more impressive since the public health situation has not yet stabilised.*

*Our revenue was higher than in 2019 and our earnings rebounded, accompanied by record cash flow.*

*Business levels at VINCI Energies were very firm and its operating margin rose again, showing the wisdom of the company's market position and organisation. VINCI Energies is benefiting from a number of megatrends, including energy efficiency, increasing demand for electricity and the digital revolution.*

*At the start of the year, we combined VINCI Construction and Eurovia within a new business line. The benefits of that reorganisation are already being seen, with a tripartite structure focusing on specialty business areas, major projects and proximity networks in France and abroad. Both revenue and earnings beat 2019 figures and orders remain high due to strong momentum in our flow-business.*

*Order books, which in 2020 had been boosted by several exceptional contract wins, remained at record levels in 2021. This means that we have good visibility, allowing us to continue being selective and improving our margins.*

*At VINCI Autoroutes, we were pleased to see traffic levels rebound strongly after travel restrictions were lifted in the first half of 2021. Both light vehicle and heavy vehicle traffic figures are now higher than they were before the health crisis.*

*VINCI Airports, which was badly affected by the travel restrictions that remained in place in many countries for much of the year, saw a progressive improvement in passenger numbers from the summer onwards, although the situation continues to vary widely between regions. This business line also benefited from the initial impact of the drastic cost-cutting plans that had previously been introduced.*

*In terms of business development, the main event in 2021 was the closing of our acquisition of Cobra IS, the energy division of ACS. With this strategic deal, we intend to build a world leader in engineering, works and services in the energy field – where VINCI already has a strong presence – and accelerate our move into renewable energy concessions, a promising area in which Cobra IS has acknowledged expertise.*

*We also broadened our concessions portfolio, winning a 30-year contract for Manaus airport and six other airports in Brazil's North Region. We also added a fifth motorway public-private partnership (PPP) in Germany and the first motorway PPP in the Czech Republic.*

*I must also mention that VINCI, alongside partners including Air Liquide and TotalEnergies, has set up the world's largest investment fund dedicated to the development of clean hydrogen infrastructure.*

*The growth potential of VINCI's businesses, which are central to the issues facing tomorrow's world, has never been so great, with developments such as the transformation of cities and buildings to reduce their environmental impact, growing mobility needs that require lower-carbon transport infrastructure, and the digital revolution.*

*Given the urgent need for action, we have stepped up our environmental commitments, aware of the responsibility that we have as a market leader, while taking into account the workforce-related and social impact that our business activities have.*

*So VINCI – now based at l'archipel, our new head office in Nanterre that acts as a showcase for our expertise – is starting a new chapter in its long history with enthusiasm and determination.*

Xavier Huillard

Chairman and Chief Executive Officer

# Report of the Board of Directors – sections A&B

## Key figures

<i>(in € millions)</i>	2021	2020	2021/2020 change	2019
<b>Revenue<sup>(*)</sup></b>	<b>49,396</b>	<b>43,234</b>	<b>+14.3%</b>	<b>48,053</b>
Revenue generated in France <sup>(*)</sup>	26,319	22,912	+14.9%	26,307
% of revenue <sup>(*)</sup>	53.3%	53.0%		54.7%
Revenue generated outside France <sup>(*)</sup>	23,078	20,322	+13.6%	21,746
% of revenue <sup>(*)</sup>	46.7%	47.0%		45.3%
Operating income from ordinary activities	4,723	2,859	1,864	5,734
% of revenue <sup>(*)</sup>	9.6%	6.6%		11.9%
Recurring operating income	4,464	2,511	1,953	5,704
Operating income	4,438	2,459	1,979	5,664
Net income attributable to owners of the parent excluding non-recurring changes in deferred taxes in the United Kingdom	2,797	1,292	1,505	3,260
<b>Net income attributable to owners of the parent</b>	<b>2,597</b>	<b>1,242</b>	<b>+109.1%</b>	<b>3,260</b>
% of revenue <sup>(*)</sup>	5.3%	2.9%		6.8%
Diluted earnings per share <i>(in €)</i>	4.51	2.20	2.31	5.82
Dividend per share <i>(in €)</i>	2.90 <sup>(**)</sup>	2.04	0.86	2.04
Cash flows from operations before tax and financing costs	7,884	5,919	1,965	8,497
% of revenue <sup>(*)</sup>	16.0%	13.7%		17.7%
Operating investments (net of disposals)	(1,077)	(994)	83	(1,249)
<b>Operating cash flow</b>	<b>6,098</b>	<b>5,075</b>	<b>1,023</b>	<b>5,266</b>
Growth investments (concessions and PPPs)	(815)	(1,085)	270	(1,065)
<b>Free cash flow</b>	<b>5,282</b>	<b>3,990</b>	<b>1,293</b>	<b>4,201</b>
Capital employed	48,792	46,258	2,534	50,058
Equity including non-controlling interests <sup>(***)</sup>	24,771	23,173	1,598	23,191
Net financial debt	(19,266)	(17,989)	-1,276	(21,654)

<sup>(\*)</sup> Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

<sup>(\*\*)</sup> Dividend proposed at the Shareholders' General Meeting of 12 April 2022.

<sup>(\*\*\*)</sup> Adjusted as at 1 January 2020 following the IFRS IC's agenda decision of May 2021 clarifying how to calculate retirement benefit obligations.

PPP: Public-private partnership.

Consolidated revenue totalled €49.4 billion in 2021, up almost 3% on an actual basis relative to 2019 and up 14.3% compared with 2020 (up 12.9% like-for-like).

Consolidated Ebitda totalled €7.9 billion (€5.9 billion in 2020), close to the 2019 figure of €8.5 billion, and equalled 16.0% of revenue.

Operating income from ordinary activities (Ebit) amounted to €4.7 billion. This was well above the 2020 figure of €2.9 billion but significantly lower than the €5.7 billion achieved in 2019. It equalled 9.6% of revenue compared with 6.6% in 2020 and 11.9% in 2019.

Recurring operating income amounted to €4.5 billion (€2.5 billion in 2020 and €5.7 billion in 2019). It includes the impact of share-based payments (IFRS 2) and a slightly positive contribution from companies accounted for under the equity method.

Consolidated net income attributable to owners of the parent was €2.6 billion in 2021, representing a 109% rebound compared with 2020 (€1.2 billion) but a 20% decrease relative to 2019 (€3.3 billion). Earnings per share, after taking into account dilutive instruments, was €4.51 (€2.20 in 2020 and €5.82 in 2019). The 2021 figure includes a non-recurring deferred tax expense in the United Kingdom, which had no cash effect. Excluding that non-recurring expense, consolidated net income attributable to owners of the parent was €2.8 billion in 2021, down 14% relative to 2019.

Free cash flow – after operating investments by the business lines – hit a record €5.3 billion (€4.2 billion in 2019 and €4.0 billion in 2020). This was much higher than expected, and partly resulted from a further significant reduction in the working capital requirement and current provisions.

Dividend payments and share buy-backs carried out in 2021, net of capital increases, represented a total outflow of €1.4 billion (€0.4 billion in 2020 and €1.7 billion in 2019).

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Net financial debt at 31 December 2021 was €19.3 billion, a limited increase of €1.3 billion relative to end-2020. This was despite the acquisition of Cobra IS, which had a net impact of €4.2 billion.

VINCI still had a large amount of liquidity at 31 December 2021, i.e. €17.8 billion (€18.0 billion at 31 December 2020), breaking down into €9.3 billion of managed net cash (€10 billion a year earlier), and €8.5 billion of unused confirmed bank credit facilities (€8 billion a year earlier).

The Group carried out several bond issues and refinancing transactions totalling €1.8 billion. Debt repayments during the year amounted to €2.2 billion.

Order intake at VINCI Energies and VINCI Construction amounted to €42.4 billion in 2021, almost stable year on year (down 2%) despite a high base for comparison caused by some major project wins in 2020. The 4% increase in order intake in France partly offset the 7% decrease outside France. In addition, given the high level of demand in their markets and their historically large order books, these two business lines are maintaining a selective approach to taking on new business. At VINCI Energies, order intake rose 12%, while at VINCI Construction it fell 9%.

At 31 December 2021, VINCI Energies and VINCI Construction's combined order book amounted to €44.5 billion, up 5% year on year (up 9% outside France, down 1% in France). It grew at both VINCI Energies (up 11%) and VINCI Construction (up 3%), and represented 13 months of average business activity (nine months for VINCI Energies and 15 months for VINCI Construction). Business outside France made up 62% of the combined order book at end-December 2021.

## 1.1 Highlights of the period

### 1.1.1 Main changes in scope

#### Acquisition of Cobra IS

After announcing the agreement on 1 April 2021, VINCI completed its acquisition of ACS's energy business on 31 December 2021.

The acquisition gives VINCI several strong growth drivers:

- Cobra IS's business and geographical presence complement those of VINCI, through its acknowledged expertise in delivering turnkey EPC (engineering, procurement and construction) projects in the energy sector and with its strong local positions in the Iberian peninsula and in Latin America.
- VINCI's business model will benefit from Cobra IS's expertise in developing renewable energy concessions. The Group therefore intends to become a significant player in this sector, having identified new opportunities for the short and medium term eventually representing total capacity of around 15 GW, mainly in solar PV and onshore wind, in addition to several gigawatts of potential offshore wind projects. VINCI's financial strength will be a further advantage in accelerating the new unit's growth as a long-term manager and operator of renewable energy assets.

VINCI and ACS have also finalised a joint venture agreement, providing for the creation of a new entity that will have the right to buy, at market prices, renewable energy assets developed, financed, built and connected to the grid by Cobra IS. VINCI will own 51% of this entity, which will be fully consolidated in VINCI's financial statements.

The purchase price of €4.9 billion, which was financed entirely from VINCI's available cash, equates to an enterprise value of €4.2 billion plus €700 million relating to cash held by the new unit and various adjustments.

ACS will receive an earn-out payment of €40 million for each gigawatt (GW) of renewable power capacity added by ready-to-build projects developed by Cobra IS over a period of 8.5 years after closing and up to a limit of 15 GW, resulting in a maximum additional payment of €600 million.

In January 2022, José Maria Castillo Lacabex, CEO of Cobra IS, joined VINCI's Executive Committee.

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## VINCI Immobilier

In January 2021, VINCI Immobilier purchased a 50.1% stake in Urvat Promotion, a property developer specialising in building affordable homes in the south of France, taking its total stake in that company to 100%. VINCI Immobilier bought its initial 49.9% stake in Urvat Promotion in January 2019.

## VINCI Energies

In 2021, VINCI Energies completed almost 30 acquisitions, particularly in France, Germany and the United States, representing full-year revenue of around €180 million.

These transactions are mentioned in the Note A.2 to the consolidated financial statements (“Changes in the consolidation scope”).

## 1.1.2 Concessions – Other highlights

### VINCI Autoroutes

The A355 motorway – which acts as a bypass to the west of Strasbourg in France and stands as France’s largest motorway project in recent years – came into service in December 2021. VINCI Autoroutes will operate and maintain this new 24 km section of motorway under a concession contract that will run until 2070. The A355 project’s design, construction and operating method make it one of a kind among French road infrastructure assets in terms of ecological transparency and environmental integration.

### VINCI Airports

In April 2021, following a tender procedure conducted by Brazil’s civil aviation authority (Anac), VINCI Airports was awarded a 30-year concession to operate seven airports in Brazil’s North Region, including Manaus airport, from 1 January 2022.

These airports serve as gateways to the Amazon region and neighbouring states in Brazil, and welcomed 3.7 million passengers in 2021 (4.7 million in 2019). They are essential to opening up this vast area spanning 3.8 million sq. kilometres.

On 23 July 2021, VINCI Airports signed a contract with the Haute-Savoie administrative department to operate Annecy Mont Blanc airport for 15 years from 1 January 2022.

### VINCI Highways

In April 2021, a consortium led by VINCI Highways and including Meridiam (50/50) completed the financing of the public-private partnership (PPP) for the D4 motorway in the Czech Republic.

In July 2021, VINCI Highways won a contract relating to the new B247 road in Germany, the first German federal road ever attributed to a private operator under a PPP. It has officially been part of the VINCI Highways project portfolio since 30 September 2021. VINCI now has contracts relating to five motorway sections in Germany.

### VINCI Concessions

On 15 December 2021, VINCI Concessions, in partnership with Eiffage, announced plans to make a simplified public tender offer for shares in Société Marseillaise du Tunnel Prado-Carénage at a price of €27 each. This offer and the draft offer document have been filed with the Autorité des Marchés Financiers, which is in the process of examining them.

## 1.1.3 VINCI Energies – Other highlights

### Main contract wins in 2021

- Construction of 1,500 km of power transmission lines and distribution networks, along with 11 substations in Benin.
- Renewal of the maintenance contract for La Poste’s parcel and mail sorting equipment in France (five-year extension).
- Design and installation of digital infrastructure architecture for the city of Utrecht in the Netherlands, followed by management services for seven years.
- Design and development of IT infrastructure for Italy’s largest vaccination centre, located in Milan.
- Technical work packages for the construction of Africa’s tallest building (404 metres) in Abidjan, Côte d’Ivoire.
- Supply and maintenance of mobility solutions at the concessions operated on behalf of the bus service providers Rodoviária de Lisboa and Viação Alvorada. The works include the delivery of systems for on-board ticketing, operations control and video surveillance, passenger counting and connectivity equipment, and central management systems.
- Signature of a PPP in relation to a new building for Kiel University’s Faculty of Agricultural and Nutritional Sciences in Germany.
- Construction, for EDF Renewables, of France’s largest floating solar farm in the Hautes-Alpes administrative department.
- Extension of the contract with Northvolt regarding electrical equipment for the new block of the Skellefteå battery plant in Sweden.
- Electrical upgrade works (high-voltage packages) for the medical analysis department of Montpellier university hospital.

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## 1.1.4 VINCI Construction – Other highlights

### Organisation of the new VINCI Construction business line

In early 2021, VINCI Construction and Eurovia were placed under the authority of Pierre Anjolras. This new organisation enables VINCI to optimise these two companies' operating methods and to develop synergies between them by integrating them within a single management unit. The new unit is now known as VINCI Construction.

### Main contract wins in 2021

- Construction of the Fehmarnbelt Fixed Link, the world's longest immersed road and rail tunnel, between Denmark and Germany.
- Construction and maintenance of the D4 motorway in the Czech Republic as part of the public-private partnership (PPP) contract won by VINCI Concessions.
- Construction of a liquefied natural gas tank on the Isle of Grain in the United Kingdom.
- Renovation of a road link in Melbourne, Australia.
- Twinning of Highway 40 south of Grande Prairie in Alberta, Canada.
- Works package 2, comprising 46 km of tunnel in Savoie as part of the Lyon–Turin rail link.
- Design-build contract for the extension of Ang Mo Kio metro station in Singapore.
- Upgrade work on infrastructure at the Port of Melbourne, Australia's largest container and general cargo port.
- Construction of the new B247 federal road in Germany as part of the PPP contract won by VINCI Concessions.
- Construction of a storm sewer in Toronto, Canada.
- Construction of a student residence in Bristol, United Kingdom.
- Construction of the operations and maintenance centre for Grand Paris Express Line 18 in France.
- Road maintenance contract in Surrey, United Kingdom.
- Construction of Lidl France's logistics platform and regional head office in Pas-de-Calais (as part of a consortium with VINCI Energies).
- Development work on Noisy-Champs station and structures related to the future Grand Paris Express Line 15 South and Line 16.

### Other highlights

On 21 June 2021, VINCI Construction France handed over the renovated buildings for La Samaritaine to the LVMH group following a highly complex refurbishment project covering 70,000 sq. metres of floor space in central Paris. The works, which began in 2015, involved up to 700 people, including experts in listed heritage renovation.

VINCI Construction has signed an agreement to acquire the construction companies of the family-owned Northern Group of Companies, subject to approval by the Canadian authorities. These companies specialise in roadworks and the production of asphalt mixes and aggregates in the provinces of New Brunswick and Nova Scotia, and in 2020 generated consolidated revenue of C\$93 million (€65 million).

## 1.1.5 Other highlights

### VINCI

Beginning in September 2021, staff members of VINCI, VINCI Autoroutes, VINCI Airports and VINCI Construction moved into l'archipel, the Group's new head office in the new Les Groues district of Nanterre, very close to the business district of La Défense.

L'archipel comprises five office buildings – designed as interdependent and interconnected “islands” – and is a showcase for the multiple and complementary skills of VINCI's teams.

By the spring of 2022, this mixed-use 74,000 sq. metre complex, which is open to its urban environment and integrated with it, will house almost 4,000 of the Group's staff members.

The project was designed by Jean-Paul Viguier et Associés (principal architect) and Marc Mimram (associate architect). The works were completed in less than four and a half years, despite the pandemic, by teams from VINCI Construction, VINCI Energies and VINCI Immobilier working in synergy.

## 1.1.6 Financing operations

### New corporate financing

In 2021, despite the continuation of the health crisis that had significantly affected the Group's performance in 2020, Standard & Poor's and Moody's maintained their long-term ratings on VINCI, i.e. A- and A3 with stable outlook, respectively.

The Group carried out several financing transactions during the year:

- In early July 2021, VINCI issued €750 million of 10.5-year bonds with a coupon of 0.5%.
- In April 2021, Gatwick Airport Finance plc – the head holding company of London Gatwick airport, a 50.01%-owned subsidiary of VINCI Airports – issued £450 million of bonds paying a coupon of 4.375% and due to mature in 2026. Gatwick Funding Limited, the company that raises funding for London Gatwick airport, also issued £300 million of bonds due to mature in 2030 with a coupon of 2.5% in order to refinance an existing credit facility.

In 2021, the Group thus secured €1.8 billion of new financing with an average maturity of 8.4 years at the time of issue and an average interest rate of 1.97% after converting some of that debt from fixed to floating rate.

### Debt repayments

In 2021, the Group repaid a total of €2.2 billion of debt, including €1.1 billion owed by Cofiroute as a result of a bond issue that took place in 2006 and paid a 5% coupon. VINCI SA repaid a €250 million private placement issued in 2014 and a \$300 million term loan.

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At 31 December 2021, the Group's gross long-term financial debt, before taking into account available cash, totalled more than €28.6 billion, almost all of which was owed by VINCI Autoroutes, VINCI Airports and VINCI SA. Its average maturity was 7.3 years (7.7 years at 31 December 2020) and its average cost fell to 2.1% from 2.3% in 2020.

### London Gatwick airport

After publishing its results for the first half of 2021, London Gatwick airport, a 50.01%-owned subsidiary of VINCI Airports, entered discussions with its lenders with a view to obtaining a temporary waiver of financial covenants and to amending certain terms of those covenants. Given the exceptional circumstances affecting air travel, a very large majority of lenders accepted the company's request.

- London Gatwick airport was therefore released from its obligation to comply with the Senior ICR (interest cover ratio) or Senior RAR (debt ratio) at the next two testing points, i.e. at end-December 2021 and end-June 2022.
- The method for calculating the debt ratio will be amended until June 2024 in order to adjust for the exceptional impact of the health crisis on the airport's Ebitda.

The credit ratings applied to the Class A debt of Gatwick Funding Limited, which raises funding for London Gatwick airport, are as follows:

- In March 2021, Standard & Poor's confirmed its BBB investment-grade rating and adopted a negative outlook, which means that the company is no longer on CreditWatch with negative implications, where it had been since mid-July 2020.
- In March 2021, Fitch Ratings confirmed its BBB+ rating with a negative outlook.

## 1.2 Revenue

VINCI's consolidated revenue amounted to €49.4 billion in 2021, up 14.3% on an actual basis compared with 2020 (up 12.9% like-for-like with a 1.2% positive impact from changes in scope and a 0.2% positive impact from currency movements). Compared with 2019, revenue was 2.8% higher on an actual basis.

**Concessions** revenue totalled €7.0 billion, up almost 21% on an actual basis (up 20.9% like-for-like) compared with 2020 and down 18% relative to 2019.

Revenue at **VINCI Energies** amounted to €15.1 billion, up nearly 10% compared with 2019 and up 10.5% compared with 2020.

Revenue at **VINCI Construction** amounted to €26.3 billion, up almost 5% versus 2019 and up 13.5% compared with 2020.

**In France**, revenue totalled €26.3 billion, stable relative to 2019 and up 14.9% on an actual basis (up 13.9% like-for-like) compared with 2020. There was growth of 20.4% in Concessions, 14.3% at VINCI Energies, 10.2% at VINCI Construction and 35% at VINCI Immobilier.

**Outside France**, revenue was €23.1 billion, up 13.6% on an actual basis and up 11.6% like-for-like compared with 2020. There was a positive effect from changes in scope (1.6%) and a limited positive effect from currency movements (0.4%). Revenue generated outside France was up 6.1% on an actual basis relative to 2019, and equalled 46.7% of total revenue (47.0% in 2020 and 45.3% in 2019).

### Revenue by business line

(in € millions)	2021	2020	2021/2020 change		2019	2021/2019 change
			Actual	Like-for-like		
Concessions	7,046	5,839	+20.7%	+20.9%	8,544	-17.5%
VINCI Autoroutes	5,550	4,613	+20.3%	+20.3%	5,593	-0.8%
VINCI Airports	1,188	990	+19.9%	+19.8%	2,631	-54.9%
Other concessions	309	235	+31.1%	+38.1%	319	-3.2%
VINCI Energies	15,097	13,661	+10.5%	+8.1%	13,749	+9.8%
VINCI Construction	26,282	23,149	+13.5%	+13.0%	25,051	+4.9%
VINCI Immobilier	1,611	1,189	+35.5%	+22.9%	1,320	+22.1%
Intragroup eliminations	(639)	(605)	-	-	(610)	+4.8%
<b>Revenue<sup>(*)</sup></b>	<b>49,396</b>	<b>43,234</b>	<b>+14.3%</b>	<b>+12.9%</b>	<b>48,053</b>	<b>+2.8%</b>
Concession subsidiaries' works revenue	680	864	-21.3%	-20.9%	1,038	-34.4%
Intragroup eliminations	(95)	(168)	-	-	(338)	-72.0%
<b>Concession subsidiaries' revenue derived from works carried out by non-Group companies</b>	<b>586</b>	<b>696</b>	<b>-15.9%</b>	<b>-15.4%</b>	<b>699</b>	<b>-16.3%</b>
<b>Total consolidated revenue</b>	<b>49,982</b>	<b>43,930</b>	<b>+13.8%</b>	<b>+12.4%</b>	<b>48,753</b>	<b>+2.5%</b>

(\*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.



# Report of the Board of Directors – sections A&B

## **CONCESSIONS: €7.0 billion (up 20.7% actual; up 20.9% like-for-like)**

**VINCI Autoroutes:** revenue totalled €5,550 million, close to the 2019 figure and up 20.3% compared with 2020. In 2021 as a whole, overall traffic rebounded sharply relative to 2020 (up 22%) and was close to the level seen in 2019 (down 4%). Heavy vehicle traffic rose 3% compared with 2019, due to firm economic activity in France and growth in e-commerce, while light vehicle traffic recovered rapidly in the second half and limited its decline to 5% relative to 2019.

**VINCI Airports:** revenue amounted to €1,188 million, down 55% relative to 2019 but up 19.9% on 2020. Like the global air travel sector as a whole, passenger numbers across all airports managed by VINCI Airports had a depressed first half (down 81% compared with the same period in 2019), but recovered from the summer onwards (down 59% in the third quarter). The rebound continued across almost all of the Group's airports in the fourth quarter, when passenger numbers were 46% lower than in the fourth quarter of 2019 but more than double the level seen in the fourth quarter of 2020, despite the spread of the Omicron variant. However, trends varied between geographical areas. Passenger numbers were close to or higher than pre-crisis levels at several American airports, moved closer to normal at most European airports – particularly in Portugal, France and Serbia – but remained weak in the United Kingdom and Asia (Japan and Cambodia).

In 2021 as a whole, passenger numbers at airports managed by VINCI Airports were 66% lower than in 2019, but 12% higher than in 2020.

**Other concessions:** revenue totalled €309 million, down 3% relative to 2019 but up 31% on 2020. Limex's traffic levels in Peru and those of Gefyra in Greece remained lower than in 2019 (by between 8% and 12%), while at VINCI Stadium the number of events attended by spectators remained severely restricted by public health measures.

## **VINCI Energies: €15.1 billion (up 10.5% actual; up 8.1% like-for-like)**

Revenue at VINCI Energies totalled €15,097 million, up 9.8% on an actual basis compared with 2019. Despite supply chain problems at the end of the year, growth was driven by very buoyant markets and, to a lesser extent, the impact of acquisitions (those completed in 2020 and 2021 added around €300 million to revenue in 2021).

**In France** (44% of the total), the economic environment was supportive in all business areas – particularly tertiary activities in the Greater Paris area – and revenue totalled €6,698 million, up 9% compared with 2019. It was up 14.3% (up 13.6% like-for-like) relative to 2020.

**Outside France** (56% of the total), revenue was €8,399 million, up 10.6% relative to 2019 and up 7.7% compared with 2020 (up 4.1% like-for-like). It increased in Europe, North America and Africa in particular.

## **VINCI Construction: €26.3 million (up 13.5% actual; up 13.0% like-for-like)**

Revenue at VINCI Construction totalled €26,282 million, up 4.9% on an actual basis compared with 2019.

**In France** (48.5% of the total), revenue was €12,751 million, down 4.4% relative to 2019 but up 10.2% year on year. Business levels remained firm in public works and civil engineering – supported by Grand Paris Express projects – and in rail works, roadworks and earthworks. In building works, business levels were driven by several major developments in the Greater Paris area. Relative to 2020, revenue rose by 10% both on an actual basis and like-for-like.

**Outside France** (51% of the total), revenue was €13,531 million, up 15.6% relative to 2019. Compared with 2020, revenue was up 16.8% on an actual basis and up 15.9% like-for-like. Growth was driven by the ramp-up of several large contracts obtained recently, including two works packages on the HS2 high-speed rail line in the United Kingdom. Business levels were also firm in rail works, roadworks and earthworks. In proximity networks, growth was firm in Oceania, Africa, the Czech Republic, the United Kingdom and Chile.

## **VINCI Immobilier: €1.6 billion (up 35.5% actual; up 22.9% like-for-like)**

VINCI Immobilier's consolidated revenue totalled €1,611 million, up 11% compared with 2019 on a like-for-like basis (i.e. excluding Urvat Promotion, which was consolidated for the first time in 2021). This good performance reflects a large amount of construction in both the residential and commercial sectors.

Revenue, including the Group's share of joint developments, totalled almost €2.0 billion in 2021, up 30% like-for-like. Revenue was stable in commercial property and up 22% in residential property; there was also strong growth in the managed residences business and outside France.

The number of homes reserved in France (including Urvat Promotion) was 7,325, up around 20% compared with 2020 and up 1% relative to 2019. The number of homes under construction was 6,516, up 9% compared with 2020.

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## Revenue by geographical area

(in € millions)	2021	% of total	2020	2021/2020 change		2019	2021/2019 change
				Actual	At constant exchange rates		
<b>France</b>	<b>26,319</b>	<b>53.3%</b>	<b>22,912</b>	<b>+14.9%</b>	<b>+14.9%</b>	<b>26,307</b>	<b>0.0%</b>
Germany	3,459	7.0%	3,213	+7.7%	+7.7%	3,140	+10.2%
United Kingdom	3,405	6.9%	2,589	+31.5%	+27.1%	3,002	+13.4%
Central and Eastern Europe	2,304	4.7%	2,214	+4.1%	+3.7%	2,219	+3.8%
Rest of Europe	4,735	9.6%	4,261	+11.1%	+10.8%	4,745	-0.2%
<b>Europe excluding France</b>	<b>13,903</b>	<b>28.1%</b>	<b>12,277</b>	<b>+13.2%</b>	<b>+12.2%</b>	<b>13,106</b>	<b>+6.1%</b>
Americas	5,119	10.4%	4,310	+18.8%	+21.1%	4,431	+15.5%
Of which United States	2,319	4.7%	2,268	+2.2%	+6.5%	2,197	+5.5%
Africa	1,560	3.2%	1,386	+12.5%	+12.8%	1,603	-2.7%
Russia, Asia-Pacific and Middle East	2,496	5.1%	2,350	+6.2%	+4.1%	2,607	-4.2%
<b>International excluding Europe</b>	<b>9,175</b>	<b>18.6%</b>	<b>8,046</b>	<b>+14.0%</b>	<b>+14.5%</b>	<b>8,640</b>	<b>+6.2%</b>
<b>Total International</b>	<b>23,078</b>	<b>46.7%</b>	<b>20,322</b>	<b>+13.6%</b>	<b>+13.1%</b>	<b>21,746</b>	<b>+6.1%</b>
<b>Revenue (*)</b>	<b>49,396</b>		<b>43,234</b>	<b>+14.3%</b>	<b>+14.1%</b>	<b>48,053</b>	<b>+2.8%</b>

(\*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

## 1.3 Operating income from ordinary activities/operating income

Operating income from ordinary activities (Ebit) was €4,723 million. This was well above the 2020 figure of €2,859 million but significantly lower than the €5,734 million achieved in 2019, due to the lower contribution from VINCI Airports. It equalled 9.6% of revenue compared with 6.6% in 2020 and 11.9% in 2019.

### Operating income from ordinary activities / operating income

(in € millions)	2021	% of revenue (*)	2020	% of revenue (*)	2021/2020 change	2019	% of revenue
Concessions	2,683	38.1%	1,586	27.2%	1,097	3,989	46.7%
VINCI Autoroutes	2,841	51.2%	1,981	42.9%	860	2,967	53.0%
VINCI Airports	(206)	(17.3%)	(369)	(37.3%)	163	1,016	38.6%
Other concessions	48	-	(26)	-	74	6	-
VINCI Energies	985	6.5%	773	5.7%	212	827	6.0%
VINCI Construction	968	3.7%	470	2.0%	498	826	3.3%
VINCI Immobilier	70	4.4%	23	2.0%	47	80	6.0%
Holding companies	15	-	5	-	10	12	-
<b>Operating income from ordinary activities (Ebit)</b>	<b>4,723</b>	<b>9.6%</b>	<b>2,859</b>	<b>6.6%</b>	<b>1,864</b>	<b>5,734</b>	<b>11.9%</b>
Share-based payments (IFRS 2)	(288)	-	(239)	-	(49)	(291)	-
Profit/(loss) of companies accounted for under the equity method	12	-	(146)	-	158	212	-
Other recurring operating items	17	-	38	-	(20)	48	-
<b>Recurring operating income</b>	<b>4,464</b>	<b>9.0%</b>	<b>2,511</b>	<b>5.8%</b>	<b>1,953</b>	<b>5,704</b>	<b>11.9%</b>
Non-recurring operating items	(26)	-	(52)	-	26	(40)	-
<b>Operating income</b>	<b>4,438</b>	<b>9.0%</b>	<b>2,459</b>	<b>5.7%</b>	<b>1,979</b>	<b>5,664</b>	<b>11.8%</b>

NB: Operating income from ordinary activities is defined as operating income before the effects of share-based payments (IFRS 2), the profit or loss of companies accounted for under the equity method and other recurring and non-recurring operating items.

(\*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

In **Concessions**, Ebit was €2,683 million, up 69% relative to 2020 and equal to 38.1% of Concessions revenue.

At VINCI Autoroutes, Ebit amounted to €2,841 million (€1,981 million in 2020), almost unchanged relative to 2019. Ebit margin was 51.2% in 2021 (53.0% in 2019 and 42.9% in 2020).

VINCI Airports returned to profit at the Ebit level in the second half of 2021 as a result of drastic cost-cutting, and limited its full-year loss to €206 million as opposed to a loss of €369 million in 2020 and a profit of €1,016 million in 2019. After a review of the longer-term consequences of the

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health crisis, impairment was recognised in relation to some of VINCI Airports' assets and capacity investments. Ebit margin was -17.3% in 2021 as opposed to -37.3% in 2020.

The Group's other concession subsidiaries generated positive Ebit of €48 million, versus a loss of €26 million in 2020, because of a rebound in business levels, efforts to streamline operating expenses and, in some cases, Covid-19-related compensation.

At **VINCI Energies**, Ebit totalled €985 million and Ebit margin was 6.5% in 2021, 50 basis points higher than the 2019 figure (€827 million and 6.0%; €773 million and 5.7% in 2020). The vast majority of VINCI Energies' businesses contributed to this excellent performance.

At **VINCI Construction**, Ebit was €968 million (€470 million in 2020 and €826 million in 2019). Ebit margin – which fell from 3.3% in 2019 to 2.0% in 2020 – recovered to 3.7% in 2021. Most divisions achieved a higher Ebit margin than in 2019, and the recovery at VINCI Construction France was particularly noteworthy.

**VINCI Immobilier**: Ebit totalled €70 million, with Ebit margin of 4.4%. This represents an improvement relative to 2020 (€23 million, margin of 2%), but a slightly weaker performance than in 2019 (€80 million, margin of 6%). Recurring operating income, including the contribution from equity-accounted companies, was €117 million (€35 million in 2020, €100 million in 2019).

Recurring operating income totalled €4,464 million versus €2,511 million in 2020 and €5,704 million in 2019. This factors in:

- share-based payment expense, which reflects the benefits granted to employees under the Group savings plans and performance share plans, amounting to €288 million (€239 million in 2020);
- other recurring operating income and expense, which produced net income of €29 million (expense of €108 million in 2020 and income of €260 million in 2019); they include a €12 million positive contribution from companies accounted for under the equity method, despite the ongoing negative contribution of VINCI Airports.

### Recurring operating income by business line

(in € millions)	2021	% of revenue <sup>(*)</sup>	2020	% of revenue <sup>(*)</sup>	2021/2020 change	2019	% of revenue
Concessions	2,583	36.7%	1,459	25.0%	1,124	4,146	48.5%
VINCI Autoroutes	2,828	50.9%	1,968	42.7%	860	2,948	52.7%
VINCI Airports	(265)	(22.3%)	(597)	(60.3%)	331	1,187	45.1%
Other concessions	21	-	87	-	(66)	11	-
VINCI Energies	882	5.8%	688	5.0%	194	729	5.3%
VINCI Construction	879	3.3%	347	1.5%	532	731	2.9%
VINCI Immobilier	117	7.2%	35	3.0%	81	100	7.6%
Holding companies	3	-	(18)	-	21	(3)	-
<b>Recurring operating income</b>	<b>4,464</b>	<b>9.0%</b>	<b>2,511</b>	<b>5.8%</b>	<b>1,953</b>	<b>5,704</b>	<b>11.9%</b>

(\*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

Non-recurring operating items produced a net expense of €26 million in 2021, as opposed to €52 million in 2020, and comprised:

- goodwill impairment losses of €19 million, mainly concerning VINCI Energies in North America;
- scope effects with a negative impact of €7 million, including costs for the acquisition of Cobra IS.

After taking account of non-recurring items, operating income was €4,438 million in 2021 as opposed to €2,459 million in 2020 and €5,664 million in 2019.

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## 1.4 Net income

Consolidated net income attributable to owners of the parent was €2,597 million or 5.3% of revenue (€1,242 million in 2020 and €3,260 million or 6.8% of revenue in 2019). The 2021 figure represents a 109% rebound compared with 2020 but a 20% decrease relative to 2019.

It includes a non-recurring deferred tax expense – already recognised in the first half of 2021 – as a result of the United Kingdom’s decision to raise its corporation tax rate from 19% to 25% with effect from 2023. This expense had a negative impact of €200 million on the year’s net income, relating mainly to the contribution of London Gatwick airport, but had no cash impact. Excluding that effect, consolidated net income attributable to owners of the parent would have been €2.8 billion in 2021, down 14% relative to 2019.

Earnings per share, after taking account of dilutive instruments, amounted to €4.51 (€2.20 in 2020 and €5.82 in 2019) and €4.86 excluding the non-recurring impact of deferred tax in the United Kingdom.

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

(in € millions)	2021	2020	2021/2020 change		2019
			Value	%	
Concessions	1,379	740	639	+86.4%	2,255
VINCI Autoroutes	1,907	1,242	665	+53.5%	1,705
VINCI Airports	(485)	(523)	38	+7.2%	577
Other concessions	(43)	20	(64)	-	(27)
VINCI Energies	553	378	174	+46.1%	409
VINCI Construction	571	90	481	+533.5%	384
VINCI Immobilier	87	22	65	+292.6%	65
Holding companies	7	11	(4)	-	148
<b>Net income attributable to owners of the parent</b>	<b>2,597</b>	<b>1,242</b>	<b>1,355</b>	<b>+109.1%</b>	<b>3,260</b>
Non-recurring impact of deferred tax in the United Kingdom	(200)	(50)	(150)	-	-
Net income attributable to owners of the parent adjusted for the non-recurring impact of deferred tax in the United Kingdom	2,797	1,292	1,505	+116.5%	3,260

The cost of net financial debt was €658 million in 2021 (€589 million in 2020). The change was mainly due to the increase in the outstanding debt owed by London Gatwick airport, along with mark-to-market valuations of derivative instruments arranged before it was acquired. As regards the rest of the scope, despite a negative interest rate environment in the eurozone, refinancing transactions carried out in 2020 and 2021 on better terms than those of the debts repaid helped reduce the cost of financial debt. In 2021, the average interest rate on long-term gross financial debt was 2.1%, compared with 2.3% in 2020.

Other financial income and expense resulted in net income of €40 million compared with a net expense of €47 million in 2020, and included:

- a €56 million positive impact from the change in fair value of equity instruments (€1 million in 2020), mainly regarding the revaluation of the stake in Groupe ADP;
- the cost of discounting retirement benefit obligations and provisions for the obligation to maintain the condition of concession intangible assets, in an amount of €30 million (€30 million in 2020);
- a €48 million gain relating to capitalised borrowing costs on current concession investments, slightly more than in 2020 (€40 million);
- lease expenses amounting to €43 million (€42 million in 2020);
- a foreign exchange gain totalling €10 million, compared with a loss of €15 million in 2020.

The 2021 tax expense amounted to €1,625 million. It includes a negative impact of €388 million from the UK government’s decision to increase the corporate income tax rate (from 19% to 25% in 2023), which in particular led to a reassessment of deferred tax liabilities arising from the valuation difference on the company that owns London Gatwick airport. This reassessment had no cash impact. Excluding that effect, the Group’s tax expense would be €1.2 billion and its effective tax rate would be 31.5%. Relative to 2020, the sharp increase in the Group’s pre-tax income was partly offset by the lower tax rate in France.

Losses attributable to non-controlling interests totalled €402 million (€226 million in 2020). This figure includes €403 million of losses relating to London Gatwick airport, including €192 million relating to the reassessment of deferred tax liabilities.

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## 1.5 Cash flow

<i>(in € millions)</i>	2021	2020	2021/2020 change	2019
<b>Cash flow from operations before tax and financing costs (Ebitda)</b>	<b>7,884</b>	<b>5,919</b>	<b>1,965</b>	<b>8,497</b>
% of revenue	16.0%	13.7%	-	17.7%
Changes in working capital requirement and current provisions	1,579	2,330	(750)	428
Income taxes paid	(1,213)	(1,054)	(159)	(1,547)
Net interest paid	(557)	(590)	34	(458)
Dividends received from companies accounted for under the equity method	112	71	41	170
<b>Cash flow from operating activities</b>	<b>7,806</b>	<b>6,675</b>	<b>1,130</b>	<b>7,090</b>
Net operating investments	(1,077)	(994)	(83)	(1,249)
Repayments of lease liabilities and financial expense on leases	(631)	(607)	(24)	(575)
<b>Operating cash flow</b>	<b>6,098</b>	<b>5,075</b>	<b>1,023</b>	<b>5,266</b>
Growth investments in concessions	(815)	(1,085)	270	(1,065)
<b>Free cash flow</b>	<b>5,282</b>	<b>3,990</b>	<b>1,293</b>	<b>4,201</b>
of which Concessions	2,660	988	1,672	2,774
of which VINCI Energies and VINCI Construction	2,433	2,524	(91)	1,443
of which VINCI Immobilier and holding companies	189	477	(288)	(16)
Net financial investments	(4,561)	(285)	(4,276)	(8,245)
Other	(82)	(85)	3	(90)
<b>Free cash flow after growth financing</b>	<b>639</b>	<b>3,619</b>	<b>(2,980)</b>	<b>(4,134)</b>
Capital increases and reductions	721	648	73	933
Transactions on treasury shares	(602)	(336)	(267)	(903)
Dividends paid	(1,558)	(721)	(837)	(1,772)
<b>Subtotal capital transactions</b>	<b>(1,439)</b>	<b>(409)</b>	<b>(1,031)</b>	<b>(1,742)</b>
<b>Net cash flow during the period</b>	<b>(800)</b>	<b>3,211</b>	<b>(4,011)</b>	<b>(5,876)</b>
Other changes	(476)	454	(931)	(224)
<b>Change in net financial debt</b>	<b>(1,276)</b>	<b>3,665</b>	<b>(4,941)</b>	<b>(6,100)</b>
<b>Net financial debt</b>	<b>(19,266)</b>	<b>(17,989)</b>	<b>(1,276)</b>	<b>(21,654)</b>

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

Ebitda totalled €7,884 million in 2021, close to the 2019 figure of €8,497 million and up 33% relative to 2020 (€5,919 million). It equalled 16.0% of revenue compared with 13.7% in 2020 and 17.7% in 2019.

In **Concessions**, Ebitda amounted to €4,676 million, up 34% relative to 2020 (€3,491 million; €5,796 million in 2019). It equalled 66.4% of revenue compared with 59.8% in 2020 and 67.8% in 2019.

Ebitda at VINCI Autoroutes increased by 27% to €4,116 million, close to the 2019 level of €4,178 million. Ebitda margin was 74.2% in 2021, close to its 2019 figure of 74.7%.

Ebitda at VINCI Airports amounted to €385 million, equal to 32.4% of revenue (€146 million in 2020 and €1,466 million in 2019).

Ebitda at **VINCI Energies** totalled €1,259 million, equal to 8.3% of revenue, as opposed to €1,057 million and 7.7% of revenue in 2020 and €1,065 million and 7.7% of revenue in 2019.

Ebitda at **VINCI Construction** amounted to €1,647 million, equal to 6.3% of revenue, as opposed to €1,131 million and 4.9% of revenue in 2020 and €1,382 million and 5.5% of revenue in 2019.

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

(in € millions)	2021	% of revenue <sup>(**)</sup>	2020	% of revenue <sup>(**)</sup>	2021/2020 change	2019	% of revenue
Concessions	4,676	66.4%	3,491	59.8%	1,185	5,796	67.8%
VINCI Autoroutes	4,116	74.2%	3,231	70.0%	885	4,178	74.7%
VINCI Airports	385	32.4%	146	14.7%	239	1,466	55.7%
Other concessions	175	-	114	-	61	152	-
VINCI Energies	1,259	8.3%	1,057	7.7%	203	1,065	7.7%
VINCI Construction	1,647	6.3%	1,131	4.9%	516	1,382	5.5%
VINCI Immobilier	94	5.8%	42	3.6%	51	93	7.1%
Holding companies	207	-	198	-	10	161	-
<b>Ebitda</b>	<b>7,884</b>	<b>16.0%</b>	<b>5,919</b>	<b>13.7%</b>	<b>1,965</b>	<b>8,497</b>	<b>17.7%</b>

(\*\*) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

### 1.5.2 Other cash flows

The net change in the operating working capital requirement and current provisions produced an inflow of almost €1.6 billion in 2021, after a record €2.3 billion in 2020. As in 2020, VINCI Energies and VINCI Construction were the main contributors to this outstanding performance, which was driven by very strong inflows from customers – particularly in the last few weeks of the year – along with progress on major projects and an increase in current provisions.

The tax expense was €1,213 million in 2021, an increase of €159 million (€1,054 million in 2020 and €1,547 million in 2019).

Net interest paid fell €33 million to €557 million in 2021 (€590 million in 2020).

Cash flow from operating activities<sup>1</sup> was €7.8 billion, up 17% or €1.1 billion from the 2020 figure of €6.7 billion, and €0.7 billion higher than the 2019 figure of €7.1 billion.

After accounting for operating investments net of disposals of €1,077 million, up 8% relative to 2020 (€994 million) and repayments of lease liabilities for €631 million (€607 million in 2020), operating cash flow<sup>1</sup> was €6.1 billion (€5.1 billion in 2020 and €5.3 billion in 2019).

Growth investments in concessions and public-private partnerships totalled €815 million (€1,085 million in 2020 and €1,065 million in 2019). That figure includes €677 million invested by VINCI Autoroutes (€731 million in 2020) and €163 million invested by VINCI Airports (€310 million in 2020), particularly in Belgrade airport.

**Free cash flow<sup>1</sup>** was positive at €5.3 billion, as opposed to €4.0 billion in 2020 and €4.2 billion in 2019. VINCI Autoroutes generated free cash flow of €2.6 billion. Contributions from VINCI Energies and VINCI Construction were stable in 2021 and remained strong at €1.2 billion each. VINCI Airports, although its revenue was much lower than in 2019, almost broke even in terms of free cash flow (outflow of €0.2 billion) by drastically cutting costs and delaying investments.

Financial investments, net of disposals, and other investment flows totalled more than €4.6 billion. The acquisition of Cobra IS at the end of the year led to an outflow of €4.9 billion. Taking into account the company's net financial surplus of €0.7 billion, the acquisition increased the Group's net financial debt by €4.2 billion. Other transactions involved VINCI Immobilier taking control of Urbat Promotion and around 30 acquisitions made by VINCI Energies.

In 2020, financial investments had totalled €0.4 billion, mainly concerning acquisitions by VINCI Construction and VINCI Energies in Europe and North America.

Dividends paid in 2021 totalled €1,558 million (€721 million in 2020 including €422 million paid in shares, and €1,772 million in 2019). This includes €1,528 million paid by VINCI SA, comprising the 2020 dividend (€2.04 per share) and the interim dividend in respect of 2021 (€0.65 per share). The remainder includes dividends paid to non-controlling shareholders by subsidiaries not wholly owned by the Group.

VINCI SA's capital increases relating to Group savings plans totalled €739 million in 2021 (9.8 million shares). In the fourth quarter of 2021, VINCI also purchased 6.7 million shares in the market for a total investment of €602 million, at an average price of €89.36 per share. Together, these transactions involving VINCI's capital generated a cash inflow of €137 million in 2021 (€333 million in 2020).

As a result of these cash flows, together with a negative impact from exchange rate movements, net financial debt rose in 2021 by almost €1.3 billion, taking the total to €19.3 billion at 31 December 2021.

<sup>1</sup> See glossary.

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## 1.6 Balance sheet and net financial debt

Consolidated non-current assets amounted to €60.4 billion at 31 December 2021 (€55.1 billion at 31 December 2020), including €40.4 billion in the Concessions business (€40.9 billion at 31 December 2020), almost €7.5 billion at VINCI Energies (€7.2 billion at 31 December 2020) and €6.3 billion at VINCI Construction (€6.1 billion at 31 December 2020). The higher figure in 2021 resulted mainly from the acquisition of Cobra IS, which accounted for €5.1 billion of the increase, including provisional goodwill of €4.5 billion.

After taking account of a net working capital surplus (attributable mainly to VINCI Energies, VINCI Construction and Cobra IS) of €11.6 billion, up €2.8 billion year on year, capital employed was €48.8 billion at 31 December 2021 (€46.3 billion at end-2020).

Capital employed in the Concessions business was €38.6 billion, making up 79% of the Group total (85% at 31 December 2020), including €19.7 billion at VINCI Autoroutes and €16.4 billion at VINCI Airports. VINCI Energies accounted for 7.8% of capital employed at 31 December 2021 (€3.8 billion) as opposed to 9% at 31 December 2020. Capital employed at Cobra IS amounted to €4.0 billion at 31 December 2021, equal to 8.2% of the total. Capital employed totalled €0.7 billion at VINCI Construction and €1.0 billion at VINCI Immobilier at 31 December 2021 (€1.3 billion and €1.0 billion respectively at 31 December 2020).

The Group's consolidated equity was €24.8 billion at 31 December 2021, up €1.6 billion compared with 31 December 2020. It includes €1.9 billion relating to non-controlling interests, including €1.3 billion concerning London Gatwick airport (€1.5 billion at 31 December 2020).

The number of shares, including treasury shares, was 592,362,376 at 31 December 2021 (588,519,218 at 31 December 2020). Treasury shares amounted to 4.18% of the total capital at 31 December 2021 (4.50% at 31 December 2020).

In late December 2021, VINCI reduced its share capital by cancelling 6 million shares held in treasury.

Consolidated net financial debt at 31 December 2021 was €19.3 billion (€18.0 billion at 31 December 2020). That figure reflects long-term gross financial debt of almost €28.6 billion (€28.0 billion at 31 December 2020) and managed net cash of €9.3 billion (€10.0 billion at 31 December 2020).

For the Concessions business, net debt stood at close to €32.7 billion, stable relative to 31 December 2020. VINCI Energies and VINCI Construction showed a net financial surplus of €3.8 billion as opposed to almost €2.0 billion at 31 December 2020. Holding companies and other activities showed a net financial surplus of €9.0 billion, down €3.8 billion relative to 31 December 2020 because of the Cobra IS acquisition. Of that surplus, €12.3 billion consisted of the net balance of loans granted to Group subsidiaries and investments made by the latter within the Group.

The ratio of net financial debt to equity was 0.8 at 31 December 2021 (0.8 at 31 December 2020). The net financial debt-to-Ebitda ratio stood at 2.4 at the end of 2021 (3.0 at 31 December 2020).

Group liquidity amounted to €17.8 billion at 31 December 2021 (€18.0 billion at 31 December 2020). The liquidity figure comprised €9.3 billion of managed net cash and €8.5 billion of unused confirmed bank credit facilities, including an €8.0 billion facility at VINCI SA, the expiry of which has been extended until November 2025 for the most part (€7.7 billion), and the remainder at Cobra IS, which had total facilities of €0.7 billion, of which €0.2 billion was used at the end of the year. In addition, London Gatwick airport has a £300 million revolving credit facility due to expire in June 2025, which was fully drawn at 31 December 2021.

### Net financial surplus (debt)

<i>(in € millions)</i>	31/12/2021	of which external financial surplus (debt)	Total net financial debt/Ebitda	31/12/2020	of which external financial surplus (debt)	Total net financial debt/Ebitda	2021/2020 change
Concessions	(32,693)	(19,664)	7.0x	(32,718)	(20,409)	9.4x	25
VINCI Autoroutes	(18,008)	(13,296)	4.4x	(18,318)	(14,484)	5.7x	310
VINCI Airports	(11,723)	(5,860)	30.5x	(11,053)	(5,264)	75.8x	(670)
Other concessions	(2,962)	(508)		(3,347)	(661)		385
VINCI Energies	447	538		(256)	405		702
Cobra IS	676	676		-	-		676
VINCI Construction	3,334	1,670		2,211	1,760		1,123
Holding companies	8,971	(2,485)		12,774	255		(3,803)
<b>Total</b>	<b>(19,266)</b>	<b>(19,266)</b>	<b>2.4</b>	<b>(17,989)</b>	<b>(17,989)</b>	<b>3.0x</b>	<b>(1,276)</b>

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## 1.7 Return on capital

### Definitions

- 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.
- Net operating profit after tax (NOPAT) is recurring operating income less theoretical tax based on the effective rate for the period, after adjustment for non-recurring items.
- Return on capital employed (ROCE) is net operating income after tax divided by the average capital employed at the opening and closing balance sheet dates for the financial year in question.

### Return on equity (ROE)

The Group's ROE was 12.4% in 2021, compared with 6.0% in 2020.

Adjusted for the non-recurring impact on deferred tax caused by the increase in the corporation tax rate in the United Kingdom, ROE was 13.3% in 2021 (6.3% in 2020).

<i>(in € millions)</i>	2021	2020
Equity excluding non-controlling interests at previous year end	21,011	20,586
Net income attributable to owners of the parent	2,597	1,242
<b>ROE</b>	<b>12.4%</b>	<b>6.0%</b>

### Return on capital employed (ROCE)

ROCE was 6.7% in 2021, compared with 3.3% in 2020.

<i>(in € millions)</i>	2021	2020
Capital employed at previous year end	46,258	50,058
Capital employed at this year end <sup>(*)</sup>	44,803	46,258
<b>Average capital employed</b>	<b>45,530</b>	<b>48,158</b>
Recurring operating income	4,464	2,511
Theoretical tax <sup>(**)</sup>	(1,399)	(942)
<b>Net operating income after tax</b>	<b>3,065</b>	<b>1,569</b>
<b>ROCE</b>	<b>6.7%</b>	<b>3.3%</b>

<sup>(\*)</sup> Excluding capital employed at Cobra IS at 31 December 2021.

<sup>(\*\*)</sup> Based on the effective rate for the period.

The health crisis had a particularly serious impact on performance at VINCI Airports. Excluding VINCI Airports, ROE and ROCE would have been 16.7% and 11.5% respectively (10.3% and 6.9% in 2020).

## 2. Parent company financial statements

VINCI's parent company financial statements show revenue of €15 million for 2021, compared with €15 million in 2020, consisting mainly of services invoiced by the holding company to subsidiaries.

The parent company's net income was €2,580 million in 2021, compared with €235 million in 2020. The 2021 figure includes €2,621 million of dividends received from Group subsidiaries (€30 million in 2020).

Expenses referred to in Article 39.4 of the French Tax Code amounted to €98,631 in 2021.

Disclosures relating to suppliers' payment terms required by France's LME Act on modernising the country's economy and Article L.441-6-1 of the French Commercial Code are provided in Note G to the parent company financial statements.



# Report of the Board of Directors – sections A&B

## 3. Dividends

At its meeting of 3 February 2022, VINCI's Board of Directors decided to propose a 2021 dividend of €2.90 per share at the Shareholders' General Meeting on 12 April 2022, to be paid entirely in cash (€2.04 per share with respect to 2020).

Since an interim dividend of €0.65 per share was paid in November 2021, the final dividend payment on 28 April 2022 (ex date: 26 April 2022) will be €2.25 per share if approved.

Year	2018			2019			2020		
	Interim	Final	Total	Interim	Final	Total	Interim	Final	Total
Amount per share	€0.75	€1.92	€2.67	€0.79	€1.25	€2.04	-	€2.04	€2.04
Number of qualifying shares	555,586,616	554,464,831		556,865,474	554,379,328		-	566,990,176	
Aggregate amount paid	417	1,065		440	693		-	1,157	

(in € millions)

NB: Dividends paid to natural persons in respect of 2018, 2019 and 2020 qualify for a 40% tax allowance.

## B. Post-balance sheet events, trends and outlook

### 1. Material post-balance sheet events

#### Share buy-back programme

As part of its share buy-back programme, VINCI signed a share purchase agreement with an investment services provider on 4 January 2022. Under that agreement, which runs from 5 January until 29 March 2022 at the latest, the provider will purchase up to €600 million of VINCI shares on VINCI's behalf. The price paid for those shares will not exceed the maximum price determined in VINCI's Combined Shareholders' General Meeting of 8 April 2021.

### 2. Information on trends

#### 2.1 Outcome in 2021

When publishing its quarterly results in October 2021, VINCI clarified its full-year trends:

*The Group confirms and specifies the full-year 2021 forecasts presented when publishing its first-half 2021 financial statements:*

- VINCI Energies, which is well positioned in buoyant markets, expects to see growth in revenue and operating margin relative to 2019.
- VINCI Construction, which benefits from a very strong order book, expects to extend its recovery and anticipates an increase in revenue and operating margin compared with 2019.
- Given the good trend in traffic levels observed in recent weeks and following on from the increase seen in the third quarter, VINCI Autoroutes now anticipates revenue close to that of 2019.
- VINCI Airports, having noted a gradual recovery in traffic following a difficult start to the year, now expects passenger numbers in 2021 to be very close to their level in 2020.

*On this basis, VINCI's 2021 earnings should rise sharply relative to 2020, while remaining lower than their 2019 level.*

*VINCI has strengths that will enable it to rapidly get back on a sustainable growth trajectory, since with its energy services, construction and mobility businesses the Group is playing a central role in green growth.*

Those trends are confirmed or have been exceeded.

# Report of the Board of Directors – sections A&B

## 2.2 Order book

At 31 December 2021, the combined order book of VINCI Energies and VINCI Construction amounted to €44.5 billion, up 5% year on year (up 9% outside France, down 1% in France). With increases at both business lines, the combined order book represents 13 months of business activity and 61% of it is to be completed in 2022. Business outside France made up 62% of the combined order book at end-December 2021 (60% at end-December 2020).

VINCI Energies' order book amounted to €11.0 billion at 31 December 2021, up 11% year on year (up 10% in France and up 12% outside France). It represents almost nine months of VINCI Energies' average business activity.

VINCI Construction's order book totalled €33.4 billion at 31 December 2021, up 3% over the year (down 5% in France and up 8% outside France). It represents more than 15 months of VINCI Construction's average business activity.

Cobra IS's order book amounted to €8.3 billion at 31 December 2021, representing around 18 months of average projected business activity.

### Order book<sup>(\*)</sup>

<i>(in € billions)</i>	31/12/2021	of which France	of which outside France	31/12/2020	of which France	of which outside France
VINCI Energies	11.0	5.0	6.0	9.9	4.5	5.4
Cobra IS	8.3	-	8.3	-	-	-
VINCI Construction	33.4	11.7	21.7	32.5	12.3	20.1
VINCI Immobilier	1.3	1.3	-	1.1	1.1	-

<sup>(\*)</sup> Unaudited figures.

## 2.3 Trends in 2022

Although the public health situation has not yet stabilised and despite ongoing economic and geopolitical tensions, VINCI is confident going into 2022.

Barring exceptional events, the Group anticipates the following trends in its various business lines in 2022:

- VINCI Energies' markets remain buoyant and it should be able to continue growing its business and solidify its very strong operational performance.
- Cobra IS, underpinned by firm impetus in its flow business activities – particularly in Spain – and the ramp up of EPC (Engineering, Procurement and Construction) projects, will be more selective about taking on new business. Given a focus on margins over volumes, Cobra IS expects revenue of around €5.5 billion in 2022 and operating margin<sup>15</sup> in line with the industry best-in-class.
- VINCI Construction has a large order book and is likely to remain busy, while taking a selective approach to new business, which should allow it to continue improving its operating margin.
- VINCI Autoroutes, following the trend seen in recent months, expects full-year traffic levels to exceed those of 2019.
- VINCI Airports, unless the public health situation worsens again, expects the upturn in passenger numbers to continue. The base case scenario is that they will recover to around 60% of their 2019 level, which would enable VINCI Airports' net income to be close to break even.

Based on the trends set out above, VINCI expects net income in 2022 to be higher than the 2019 figure.





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