

2020 — 2021  
Activity Report

POSITIVE

# MOBILITY



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## Introduction

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**Positive mobility,**  
our vision for today  
and tomorrow

P. 02

**Joint interview:**

Nicolas Notebaert,  
Chief Executive Officer  
of VINCI Concessions and  
President of VINCI Airports  
and Jean-François Rial,  
Chairman and  
Chief Executive Officer  
of Voyageurs du Monde  
and President of the Paris  
Tourist Office

P. 04



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## Discover

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ESSENTIAL  
MOBILITY

Safeguarding continuity

P. 10

Upholding strict safety measures

P. 14

Keeping our Positive  
Mobility promises

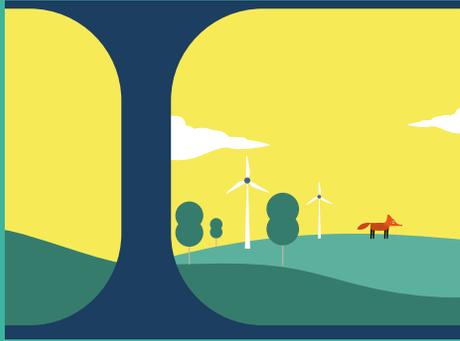
P. 18

Maintaining performance

P. 24

Building new ties

P. 30



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## Analyse

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ENGAGED  
MOBILITY

Acting as a socially  
responsible company  
P. 36

Working towards  
sustainable mobility  
P. 40

Innovating  
together  
P. 50

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## Our identity

---

Profile

P. 60

International Presence

P. 62

Key figures

P. 64

Stronger together

P. 66

Governance

P. 68

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# Harnessing future mobility to provide solutions to the challenges we face in terms of health, the economy and the climate

Nicolas Notebaert,  
Chief Executive Officer of VINCI Concessions,  
President of VINCI Airports



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A crisis is always an eye-opening experience, a moment of truth that unlocks the power and energy within us and often accelerates change.

We certainly won't forget 2020 in a hurry. The pandemic hit us hard and tested the resilience of our model, but we pulled through.

VINCI Concessions' employees all over the world worked passionately, skilfully and responsibly to find solutions and support one another. We were able to adapt and deliver our key programmes, such as completing runway renovation work at Rennes, Toulon and Sihanoukville airports, commissioning new sections of the A7-2 motorway in Germany, as well as rolling out a hybrid toll system in Greece. We also continued to expand internationally, acquiring two motorway concessions in Kenya and the Czech Republic.

These achievements illustrate the trust inspired by our long-term model, which is based on investment and innovation to enhance the user experience and support the environmental transformation of our infrastructure. We recognise the importance of keeping pace with the VINCI Group's environmental ambition. Rather than slowing us down, the pandemic has actually encouraged us to step up a gear to protect mobility, an essential service.

The events of 2020 merely strengthened our beliefs and our commitment to positive mobility – mobility that is able to adapt in response to the pandemic and mobility that prepares for the future, tackling the challenges posed by the recovery and climate change head-on.

The 2020-2021 activity report reflects the hard work of our teams all over the world and our company's commitment to further positive mobility, so I hope you enjoy reading it.





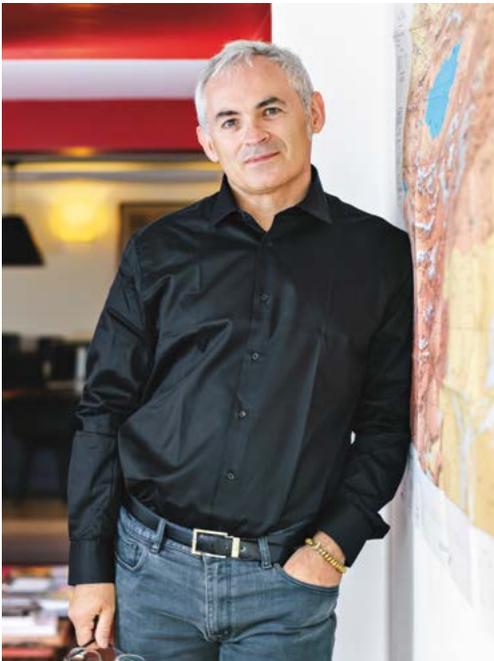
## Joint interview

**Nicolas Notebaert,**  
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**Jean-François Rial,**  
Chairman and Chief Executive Officer  
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President of the Paris Tourist Office

“You can't use the potential additional cost of the environmental transition as an excuse to avoid taking action. The planet is far more important than that!”

**Jean-François Rial**



**How would you define the joy that travel brings, and is that feeling irreplaceable?**

**Jean-François Rial:** First of all, I think we have to distinguish between going on holiday and travelling. People go on holiday to relax, which is something they can do at home. Travel is different, even when it's for leisure purposes. It's about learning – discovering a new place, meeting people and getting to know other cultures – or experiencing emotions, like how you feel when you admire a beautiful landscape.

**Nicolas Notebaert:** I think the desire to travel is hardwired into human nature and comes from curiosity, which has driven us since the dawn of time. We are fundamentally social beings that need to explore our environment and form relationships.

That characteristic has only grown over the centuries. Modern generations travel far more than people used to in years gone by. Living and working in the same place for your whole life has become increasingly rare, which is why travelling is not just about meeting new people, but also, often, about reuniting with loved ones.

**With the general public increasingly aware of environmental considerations, travel – particularly long-haul flights – is sometimes called into question. It is possible for mobility to be environmentally friendly?**

**J-FR** — I'm sure it is. But to make it happen, we can't either ignore the problem, or give up travelling altogether. Our businesses are no more called into question than many others; all industries need to transform and shift towards a low-carbon business model. What's more, we have a clear road map to do so with the objectives set by the Paris Agreement. It's true that our industry, which relies heavily on aviation, faces a unique challenge – because unlike short and medium-haul, where technology is developing rapidly, we will have to wait a bit longer to see the first zero-emission long-haul flights. But until then, there's no reason why we can't be smart about how we offset emissions, through reforestation programmes for example.

To be taken seriously, we need long-term programmes running for at least 50 years that must genuinely bring something new to the table. Simply put, they wouldn't exist

if we hadn't made this conscious decision to fund them. That's what we have been doing for over a decade at Voyageurs du Monde and why we can now offset all CO<sub>2</sub> emissions resulting from our journeys, whether by air or land.

**NN** — I agree with Jean-François; the answer to the climate emergency is taking action, not doing nothing or issuing punishments. At VINCI Concessions, we have been working for years to reduce the carbon footprint of our infrastructure by stepping up all the solutions available to us while earmarking a significant amount of our investments to rework our processes and their corresponding emissions.



**“Many countries are still in stark need of effective infrastructure networks. Low-carbon transport will have an essential role to play in helping these regions develop.”**

**Nicolas Notebaert**

## ESSENTIAL MOBILITY

The results speak for themselves – our airports at London Gatwick, Lyon-Saint Exupéry and Guanacaste in Costa Rica have all already achieved carbon neutrality.

Meanwhile, our motorways are drastically reducing their environmental impact, like in Lima, Peru. I have also noticed that it is much easier to make progress in these areas now that almost all of our customers and employees are aware of their importance. Our teams are very motivated to implement environmentally friendly solutions, and I would like to salute and encourage their enthusiasm.

### **Is there not a risk that these measures will make travelling more expensive and therefore less accessible?**

**J-FR** — Yes, the environmental transition has a cost, so it could raise the cost of travelling – but that rise would remain modest. For example, the price of a flight primarily depends on how many seats have already been



sold and when the ticket is bought, so switched-on consumers will always manage to book accessible trips. Also, you can't use the potential additional cost as an excuse to avoid taking action. The planet is far more important than that!

**NN** — From a financial point of view, our airports are fully capable of funding their environmental transition without generating any additional costs for users. For example, in our most mature markets, we are expanding airport capacity by optimising existing spaces and using new technology to fine-tune flow management. This gives us room to manoeuvre, financially speaking, which we can then invest back into the environmental transition – by heavily investing in photovoltaic panels, for example. We are also taking action to enact change throughout our industry through a range of initiatives including VINCI Airports adjusting its landing fees for aircraft generating low levels of CO<sub>2</sub> emissions, and our involvement in innovative programmes developing fuels of the future.

### **Post-pandemic, how do you expect traveller behaviour to change?**

**J-FR** — Young people are particularly aware of environmental issues; they still want to travel, but they're no longer sure about going too far afield. That's something we must bear in mind, and I don't understand executives who are still reluctant to roll out environmental responsibility strategies – things simply have to change! Unlike Voyageurs du Monde and VINCI Concessions, too few companies have really begun their environmental transition.

**NN** — I believe we have to look at the need to live up to the environmental expectations of the younger generation in a positive light. By listening to them we can learn, understand and, ultimately, take action to tackle the climate emergency. But we can't forget that many countries are still in stark need

of effective infrastructure networks. Low-carbon transport, including air travel, will have an essential role to play in helping these regions develop – the natural landscapes of enormous countries such as Colombia or Brazil are an obstacle to the development of high-speed rail, and aviation will be vital to improve mobility.

But ultimately, this trend extends beyond transport. We can see it in the countries in which we operate, such as Costa Rica, Cambodia and the Dominican Republic – increasingly, destinations are thinking of new models for sustainable tourism in order to create value in terms of quality rather than quantity.

**As the heads of your respective companies, what have you learnt from the unprecedented times we are living through?**

**NN** — I have noticed two things: firstly, the courage and solidarity shown by our teams to help local communities and work to tackle the health crisis; secondly, the importance of taking a long-term view – that’s what enables companies like ours to defend universal values, such as the environment, gender equality, and the fight against any and all forms of discrimination. It’s an even more pressing responsibility for companies today, as society is becoming increasingly fragmented in many countries around the world, making it even more difficult for the public sector to take on this challenge.

**J-FR** — I believe this crisis has served to widen the gap between “good” operators and the rest. The companies that will fare the best are those that manage to react and adapt, as well as those with a long-term vision that know how to mobilise their teams and communicate effectively, creating added value and incorporating the environment into their business model. It’s a far cry from purely financial, short-term strategies, which we have seen are most at risk in the case of unforeseen events like Covid-19.



**Let your imagination run wild for a moment; where do you most want to go once the health crisis is behind us?**

**NN** — I have wonderful memories of the amazing destinations in the VINCI Airports network, such as the temples in Angkor, Cambodia or Kyoto, Japan, the cultural diversity of Salvador da Bahia in Brazil, and the magic of European cities like Belgrade, Porto or Nantes, which are all worth discovering (or rediscovering, as the case may be)! But if I had to choose just one, I would ask Jean-François for his recommendation.

**J-FR** — I do have some preferences of course, but what I most miss right now is not really travelling itself, but more the freedom to do so without limits or restrictions. So, the destination isn’t really that important – like many, I’m just looking forward to once again feeling that sense of freedom we get from travelling.



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# ESSENTIAL MOBILITY



————— Mobility infrastructure is a fundamental driver of development in society. It represents the central foundation for the movement of people, goods and capital, and therefore prosperity within a region. VINCI Concessions plays an integral role in providing this basic social and economic utility by investing in accessible, effective, resilient and safe infrastructure.





# Safeguarding continuity across our networks

Throughout the world, the teams at VINCI Concessions played their part in the effort to combat the Covid-19 pandemic by continuing to provide vital public services, enable key workers and essential goods to move around and bring VINCI's values to life in a variety of local charitable initiatives.

## Unprecedented mobilisation

Despite the travel restrictions that were put in place, VINCI Concessions never considered shutting down its infrastructure. We did everything in our power to continue transporting medical workers, supplies and equipment in close collaboration with the authorities in each country in which we operate. From the moment the pandemic first hit, our teams implemented suitable protective measures (including floor markings, hand sanitiser stations and temporary partitions) to provide guidance to travellers and inform them of the hygiene rules to follow. It was also important we maintained our infrastructure in excellent operational condition to ensure we were ready to service demand as soon as traffic started to bounce back, over the summer and the Christmas period for example.



## Medical evacuations and transfers

Since the start of the crisis, one of VINCI Concessions' foremost priorities was to facilitate repatriations and evacuations by working closely with the health authorities. In March, Grenoble, Chambéry and Lyon airports worked with airlines and tour operators to repatriate over 5,000 people stuck abroad after ski resorts were suddenly closed. The VINCI Airports network in France was also involved in transferring over 150 patients from regions hit particularly hard by the pandemic. Similarly, at the end of March, two high-speed medical trains travelled along the South Europe Atlantic High-Speed Rail Line (SEA HSL) as part of a special operation that mobilised around 20 employees from MESEA, the subsidiary responsible for maintaining the SEA HSL.

## Over 100

medical flights operated by the VINCI Airports network in France throughout autumn 2020.



## Unwavering support for those on the front line

Similar efforts were made by VINCI's motorway networks, where a range of responses were deployed by VINCI Highways to support healthcare workers, who have been on the front line of the world's response to the pandemic. In Greece, the staff from three hospitals in Patras were given toll tags so they could cross the Rion-Antirion bridge free of charge. Meanwhile, in Moscow, a fundraising campaign attracted enough donations to offer prepaid toll tags to healthcare workers from two hospitals located near the M11 motorway. In Lima and on the Isle of Wight, the concession companies made their service vehicles and ambulances available to transport healthcare workers and deliver meals to them.





## Extending a hand to people in difficulty

Demonstrating the values we champion at VINCI Concessions and our commitment to serving the regions in which we operate as well the people who live there, our teams organised a vast number of charitable initiatives to support those hit hardest by the crisis. In many areas, we donated equipment (including gloves, plastic shoe covers and face shields) to healthcare workers. In Colombia, the teams from VÍA 40 Express, who are now part of the largest network ever developed by the VINCI Foundation in Colombia, organised an internal fundraising campaign to distribute basic aid packages to over 450 disadvantaged families, while also working hand in hand with the Red Cross to deliver nearly 1,000 emergency kits to young workers in Bogotá.

## Over 2,000

food parcels distributed by the teams at VINCI Airports to disadvantaged families living in the neighbourhoods surrounding the airport in Santiago de Chile.



## Comprehensive logistical support

Air freight operations continued to service regional economies and guarantee the supply of essential goods. The Nantes Atlantique airport became a major logistics hub, with an Antonov aircraft landing to deliver 11 million masks. Other logistics resources and space were made available to health authorities, such as the long-stay car park at London Gatwick, which was transformed into a large-scale testing centre in the spring of 2020. The facility was upgraded in November to offer rapid and accurate PCR tests to airline passengers, airport personnel and local residents.



## Helping deliver vaccines to rise to the "challenge of the century"

Since the Covid-19 vaccine roll-out began, the VINCI Airports network has been involved in transporting and delivering vaccine stock to several countries, making sure to maintain the extremely low storage temperatures required. As early as December, several thousands of vaccine doses were being processed through the airports in Belgrade (Serbia), Santiago (Chile) and Salvador de Bahia (Brazil), while a special task force was set up at Kansai International Airport (Japan).





## Upholding strict safety measures for passengers and teams

The safety of people and goods throughout its network is an absolute priority for VINCI Concessions. This long-term commitment was stepped up in 2020, reinforced with exceptional measures in response to the pandemic.

### 317 hours

of rail safety training and 47 people trained by the MESEA Académie in 2020.



Since the start of the pandemic, VINCI Concessions has worked closely with local authorities and stakeholders to develop strict hygiene protocols for flow management, physical distancing and PPE as well as more rigorous cleaning and disinfecting of surfaces. Across the 45 airports and 12 countries in the VINCI Airports network, these measures were relayed via an information campaign entitled "Protecting each other".

VINCI Highways used variable message signs to communicate Covid safety measures. Road safety programmes were maintained to enable traffic levels to bounce back without risk as lockdowns were lifted. Two major campaigns deployed in Russia and Slovakia focused on wearing a seatbelt and driving responsibly, respectively. Meanwhile, in the VINCI Railways network, MESEA continued its operations to keep trains running safely 24/7 along the SEA HSL.



## Audits that inspire confidence

In September 2020, the hygiene measures adopted by VINCI Airports at its French, British and Portuguese airports were audited and approved by the independent certification body Bureau Veritas, providing an additional gauge of trust to ensure a sustainable recovery of commercial air traffic that gives passengers peace of mind. Meanwhile, Airports Council International (ACI) awarded Airport Health Accreditation (AHA) to airports in the VINCI Airports network in Serbia, Costa Rica, Cambodia and the Dominican Republic.

## Collective success for the 2020 Safety Week

In spite of the organisational constraints caused by the pandemic, several thousand employees and partners took part in the Safety Week, which was held from 2 to 6 November 2020. The event included interactive workshops and online conferences that focused on best practice for day-to-day situations, workplace safety considerations, psychosocial risk assessments and the importance of communication. It was the first time all VINCI Concessions entities throughout the world were involved – a considerable success that reflects the Group's deep-rooted commitment to a matter of the utmost importance.

# 70%

reduction in workplace accident frequency and severity rates across VINCI Concessions as a whole over four years.

# Zero

serious accidents in 2020.



## Innovating to combat the virus

VINCI Concessions also harnessed technological innovation to adapt to the current health crisis. In Lisbon, for example, VINCI Airports deployed an autonomous robot that uses ultra-violet rays to disinfect surfaces, and released a special app for passengers to give feedback in real time on the hygiene measures in place. VINCI Highways actively encouraged drivers to use digital payment solutions, in particular in Greece, where the Olympia Odos motorway is currently the only road in the country to offer fully contactless transactions.



# "Forging new ties with Lyon airports"

"The pandemic led us to strengthen existing relationships or forge new ties with certain stakeholders, including between the Auvergne-Rhône-Alpes regional health agency and the airports in Lyon, which helped us carry out vital work. For example, we opened a Covid testing centre for all passengers arriving from high-risk countries, performing a total of 33,500 PCR tests between July and November 2020. Additionally, transferring patients on private or military planes helped alleviate some pressure for hospitals in France during the second wave in the autumn of 2020. All stakeholders (including healthcare facilities, the emergency services and the air force) and airport teams rallied to transfer 64 patients via Lyon-Bron Airport between 23 October and 24 November. I would like to commend the commitment of all those involved in these two large-scale initiatives, which were fine examples of successful collaboration."

**Dr Jean-Yves Grall,**  
 Managing Director of the  
 Auvergne-Rhône-Alpes regional  
 health agency (France)



**Ludovic Gas,**  
CCO manager  
at Lyon-Saint Exupéry  
airport (France)



“The pandemic proved that our teams were able to swing into action, coordinate and work quickly and efficiently with the French health authorities, particularly the Auvergne-Rhône-Alpes regional health agency. We had to adapt our infrastructure and procedures pretty much on a daily basis. Keenly aware of the public service role played by airports in Lyon, we worked more closely than ever with the regional health agency’s teams of experts not only to guarantee the highest level of safety for our passengers and employees, but also to help transfer patients to regions where hospitals were under less pressure.”



# Keeping our Positive Mobility promises

Thanks to the mobilisation of its teams, its expertise in engineering and programme management, as well as considerable synergies with other branches within the Group, VINCI Concessions was able to stick to its road map for commissioning major projects in 2020. Here is a brief overview of our most iconic projects around the world.



## CAMBODIA

### A new phase in the expansion of Sihanoukville airport

On 13 October 2020, Sihanoukville international airport, which serves Cambodia's main port city and beach resort, celebrated finishing the renovation of its runway. The \$58 million investment programme initiated in 2018 and carried out by a consortium including VINCI Construction Terrassement and Soletanche Freyssinet means the airport can now handle wide-body and ultra-long haul aircraft like the Boeing 777-300ER and the Airbus A350-1000. A new LED runway lighting system was also installed to improve visibility for pilots and reduce the airport's energy consumption.

## FRANCE

### New runways in Toulon and Rennes

The upgrading work at the Toulon Hyères civil and military aviation hub was delivered on schedule in October 2020. The project, which was entrusted to a consortium formed of Eurovia, its subsidiary TP Spada and Degreane (a subsidiary of VINCI Energies) in September 2019, involved renovating two runways and significantly improving the airport's environmental performance. In Rennes, Eurovia completed the renovation of the airport runway in early May, which was immediately followed by the resumption of air freight operations, before the return of passenger flights in mid-June.





JAPAN

## New retail areas at Osaka Itami airport

In August 2020, Osaka Itami international airport in Japan inaugurated its newly renovated retail areas – which include relaxation spots, dining spaces, workspaces and a total of 31 shops laid out in line with the walkthrough retail concept, which guarantees passengers walk past every single store. This renovation is part of a major programme launched in 2016, which is the largest project undertaken at Osaka Itami in 50 years.



DOMINICAN REPUBLIC

## Inauguration of the freight terminal at Las Américas

Santo Domingo airport officially opened its new freight terminal, which includes a warehouse spanning 6,800 m<sup>2</sup>, at the start of November. Carried out by VINCI Construction Grands Projets and representing an investment of around €14 million, this project will facilitate the growth in exports from the Dominican Republic by bringing together all of the people and services involved in freight transport in one building.



UNITED STATES

## A new free-flow toll service commissioned in Texas

In 2018, the North Texas Tollway Authority (NTTA), which operates road networks in the North Texas area, selected TollPlus, a subsidiary of VINCI Highways, to design, implement and maintain the back-office platform of its new toll collection system. Successfully delivered in July 2020, the innovative system processes all transactions made using toll tags and number plates.

# 6 million

free-flow transactions can be handled each day by the new back-office platform in place in Texas, double the volume the old system was able to process.



## Major projects



### GERMANY

#### A key milestone in the project to upgrade a motorway in Germany

Since May 2018, VINCI Highways has been working on the A7-2 motorway in Lower Saxony as part of a joint venture with Eurovia and two German SMEs, Stutz and Rohde. The project involves widening a 29.2 km stretch of the motorway and operating a 60 km section. Work has continued in compliance with hygiene measures and a significant milestone was reached in June 2020, when a 5 km stretch between Grossenrode and west Northeim was opened to traffic.

### FRANCE

#### Extension of the Prado Tunnel

Work to extend the Prado Carénage Tunnel in Marseille (France) – which began in May 2020 – is in full swing. Simultaneous progress is being made in various areas across the worksite, including laying foundations, putting in retaining walls, carrying out earthworks and diverting existing energy and telecom networks. The Schloesing slip road will significantly improve traffic conditions in the city. The programme, which is led by SMTPC, a subsidiary of VINCI Highways, involves freeing up the space needed to extend the tramway and reduce congestion in the south and east of the city.



### IRELAND

#### Dublin gets ready for the next generation of free-flow technology

After being contracted by Transport Infrastructure Ireland in 2019, VINCI Highways and its partner Abtran have been working to develop a cutting-edge back-office platform that will enable the agency to more effectively manage free-flow transactions on the M50 motorway in Dublin. The system is scheduled to be deployed in the summer of 2021.

# 145,000

free-flow transactions expected on average each day.





#### COLOMBIA

## Fresh momentum on the Bogotá—Girardot motorway

The work to widen and upgrade the motorway between Bogotá and Girardot (Colombia) is picking up pace. Roadway, structural and slope stabilisation work will begin on several sections spanning a total 72 km across the 145 km concession. VINCI Highways, which took on the concession for this motorway in 2016, is working with VINCI Construction Grands Projets and VINCI Construction Terrassement to launch this four-year project, which will include widening a 60 km stretch to three lanes in both directions and building several tunnels. This national project will generate 14,000 direct, indirect and induced jobs.



#### SERBIA AND CHILE

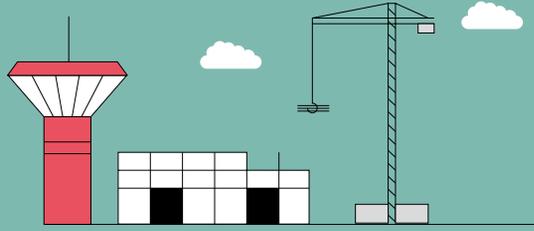
## Work stepping up in Belgrade, commissioning imminent in Santiago

At Belgrade airport (Serbia), the new central area of the passenger terminal was unveiled in 2020 after five months of work, and further investment to renovate the runway and reduce the airport's environmental footprint is planned for 2021. Meanwhile, at Santiago de Chile airport, the work to build a new international terminal has entered its final phase, and is scheduled to be commissioned in 2021. Both projects are conducted in synergy with VINCI Construction Grands Projets.

# 30 million

passengers: annual capacity of Santiago airport once the new terminal has been commissioned (compared with 16 million currently).





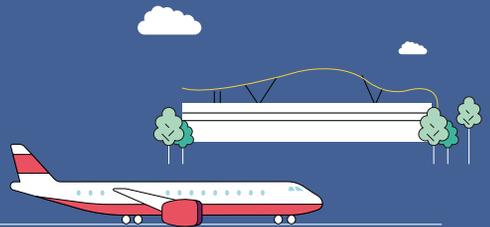
# "Driving economic growth in Japan in the post-Covid-19 era"

"Our committee brings together 70 Japanese and international airlines that operate out of Kansai International Airport (KIX). As the Covid-19 pandemic swept across the globe, our activities bore the brunt of the considerable financial challenges it created. We can, however, see a glimmer of light at the end of the tunnel and firmly believe that one day we will be able to thrive in a strong economy centred around tourism. That is why I fully support the decision to carry out major renovations at Terminal 1 to accommodate more foreign visitors in the future. I have high expectations for the initiative, which will focus on three areas to boost the airport's appeal: increasing capacity for international flights, optimising the runway area and improving the passenger experience. For example, cutting-edge equipment (e.g. smart lanes and e-gates) will be installed to ensure a seamless traveller journey and improve infrastructure. Its increased capacity and wider range of retail services will help KIX fulfil its role as the "first pavilion" at Expo 2025 Osaka, Kansai. Not only will the airport provide travellers with an enhanced travel experience, it will also help drive economic growth in Japan in the post-Covid-19 era."

**Tomohiko Harada,**  
Chairman of the Kansai  
International Airport Airline  
Operators' Committee (Japan)



**Tsuyoshi Emura,**  
Managing director  
of the T1 renovation project,  
Kansai airports (Japan)



“VINCI Airports and Orix are leading a project to renovate T1 at Kansai International Airport to increase the capacity for international flights, improve runway operations and enhance the passenger experience. For instance, we are going to ramp up Fast Travel with technologies such as a self-service check-in and bag drop facility, as well as smart lanes and e-gates to offer travellers a streamlined airport experience with reduced waiting times. The renovation work is scheduled to be finished in time for Expo 2025 Osaka, Kansai, after which KIX will be able to accommodate 40 million international passengers per year.”



## Maintaining performance

————— VINCI Concessions' foremost priority is to guarantee infrastructure performance and operational excellence. We uphold this commitment by pooling our expertise and drawing strength from our local roots, with the aim of creating value for regions and the people who live there.



### Quality partnerships with airlines

As a partner to over 300 airlines throughout the world, VINCI Airports has continued to capitalise on a range of opportunities despite the ongoing pandemic. Successes include the establishment of new bases by Wizz Air at London Gatwick in 2021, Volotea – VINCI Airports' long-standing partner – in Lyon, and easyJet in Faro (Portugal).

## 1st time

in 5 years that an airline established a base at London Gatwick.



### New motorways recognised in Russia and Canada

Just one year after they were commissioned, two VINCI Highways structures won awards in 2020. In Canada, the Regina Bypass earned the 2020 National Gold Award for Infrastructure in Public-Private Partnerships organised by the Canadian Council for Public-Private Partnerships. Meanwhile, in Russia, the VINCI Highways subsidiary Two Capitals Highway, the concession company for two sections of the Moscow—Saint Petersburg motorway, received the national ROSINFRA award in the "High-quality investments in infrastructure" category.



## Resilience and success in Portuguese skies

In November, Lisbon airport was named best airport in Europe in 2020 by ACI Europe in the 25-40 million passenger category. It's a first for a Portuguese airport, and comes in recognition of the commitment demonstrated by VINCI Airports and its ANA subsidiary throughout the Covid-19 pandemic as well as their operational excellence strategy since taking on the concession in 2013. At that time, while Portugal was experiencing a major crisis, the country's economy and tourism industry were able to bounce back rapidly, in part thanks to its airport infrastructure. Over the last seven years, considerable investments have been made to improve the passenger experience and environmental performance at 10 airports in the Portuguese network. VINCI Airports, as an important partner in the country, will continue to support the recovery in the Portuguese economy and invest over the long term to expand its airport capacity.



# 1st

Lisbon airport was named top of the European rankings by ACI Europe, a first for Portugal.





## A decade driving momentum in the west of France

Since VINCI Airports took on the concession at Nantes Atlantique and Saint-Nazaire Montoir in 2011, it has consistently demonstrated its determination to harness the airport infrastructure to benefit the regions they serve. These two regional airports have helped improve mobility and boost the economy in the west of France by doubling both the number of airlines operating out of the airport and tourists travelling to the area, and supporting approximately 21,000 jobs, according to a 2017 Utopies study based on 2016 data. Despite infrastructure constraints, service quality and passenger experience have improved considerably (87% satisfaction rate among passengers leaving Nantes Atlantique, up 1.3 points between 2017 and 2019) by enhancing services, introducing major developments in car parks and retail areas as well as optimising flow management. Not to mention the significant environmental progress made by implementing VINCI Airports' ambitious AirPact policy, consistently supporting social cohesion in the region and boosting its cultural appeal, as reflected in the charitable initiatives and involvement of the Fondation VINCI pour la Cité in local charitable projects.

# 21,000

jobs supported, 70% of which are based in the local area.  
Source: 2017 Utopies study based on 2016 data.





### Synerail celebrates the 10<sup>th</sup> anniversary of its partnership with GSM-R

In 2020, Synerail (70% owned by VINCI Concessions and 30% by SFR) celebrated the 10<sup>th</sup> anniversary of its public-private partnership with GSM-R and SNCF Réseau.

It is the first PPP of its kind in the French rail industry, designed to finance, build and operate a comprehensive railway telecommunications system compatible with European interoperability standards. Reflecting the confidence this model inspires, Synerail refinanced its senior debt to the tune of €58 million in June 2020.

### Success across the board on the SEA HSL since 2017

Three years after it was commissioned, the South Europe Atlantic High-Speed Rail Line can be qualified as a great success. Operated by the VINCI Railways subsidiaries LISEA (line manager) and MESEA (maintenance), the line has stimulated genuine economic momentum in the regions it travels through, thereby developing the wider south-west region of France. Furthermore, a new service was opened in 2019 to connect Brussels and Bordeaux in just 4 hours. Now London is looking to get involved in this great achievement as studies are currently under way with a view to establishing a direct rail link between Bordeaux and the UK capital that will take less than 5 hours.





# "We work with ANA – Aeroportos de Portugal and VINCI Concessions to provide positive mobility solutions"

"Our city has set itself strong, ambitious environmental commitments. As the 2020 European Green Capital, Lisbon strives to involve all its stakeholders in making sustainable development a priority. That is why we found an active partner in ANA, the Lisbon airport concession holder that has always aligned with our initiatives, in particular by supporting our climate action plan for 2030 and signing the Corporate Mobility Pact drawn up by Lisbon City Council in partnership with the World Business Council for Sustainable Development (WBCSD). Lisbon airport has always played a key role in making our city accessible, but the situation is changing. Moreover, we work with ANA – Aeroportos de Portugal and VINCI Concessions to provide local residents and visitors with positive mobility solutions that are more sustainable, inclusive, comfortable and safe. Our common goal and shared commitments were recognised by the Airport Council International (ACI), which named Lisbon the best airport in Europe for its efforts to safeguard passengers and airport staff during the pandemic."

**Fernando Medina,**  
Mayor of Lisbon (Portugal)



**Isabel Queirós,**  
Terminal Operations  
Manager at Lisbon airport,  
ANA (Portugal)



“The client experience is one of the main strategic drivers at Lisbon airport. We are committed to providing a high-quality service and sharing this major goal with our teams and all our stakeholders, which is why we are very proud of ACI naming us the best airport in Europe. Our efforts have been commended by Portuguese tourism authorities, as well as Bureau Veritas, which certified the hygiene measures we implemented to protect passengers and airport staff, demonstrating that constantly putting our clients first puts us on track to meet future challenges.”



## Building new ties between regions

———— VINCI Concessions is continuing the international expansion of its operations, earning the trust of new regions looking to expand their horizons. Mobility concessions, which focus on long-term economic impact and environmental progress, will come out of the crisis even stronger than before and are ready to facilitate the recovery of trade and travel.



## A first public-private partnership in Africa

At the end of September, VINCI Concessions teamed up with Meridiam to sign an agreement with Rift Valley Highway to develop the Nairobi–Nakuru–Mau Summit Highway in Kenya. As part of a 30-year public-private partnership – the first for VINCI Concessions in Africa – this project worth approximately €1.3 billion will transform the existing trunk road into a dual carriage motorway over 175 km. At the heart of one of Africa’s most dynamic economies, the new motorway will improve road safety and reduce journey times along this strategic route between Nairobi and the Rift valley. It will also help boost tourism in the region.

## 42 months

scheduled duration of the work, conducted in synergy with Sogea-Satom and VINCI Construction Terrassement.





## New motorway connection in the Czech Republic

In late 2020, the joint venture between VINCI and the investment fund Meridiam, with VINCI Highways as the lead company, was awarded the PPP for the D4 motorway, which connects Přebram (Central Bohemia) to Písek (South Bohemia). The project involves designing, financing, building, operating and maintaining a 32 km motorway, as well as converting an existing 17 km road into a dual carriageway. The new route will improve the connection between the rural region of South Bohemia and Prague, which will boost its economic and social development, as well as communication with other major economic regions, in particular in neighbouring Germany and Austria.

## Over €600 million

in investments planned for the D4 motorway project.  
1<sup>st</sup> motorway PPP awarded in the Czech Republic.





## A mark of trust in the US

Via its subsidiary Cofiroute USA, VINCI Highways renewed its operating contract for the 91 Express Lane in California in early 2020 for a further seven years. The new contract involves deploying and operating a cutting-edge back-office platform as well as a customer relations centre. This 29 km motorway, which connects Anaheim and Corona and was one of the world's first free-flow toll roads, has been operated by VINCI Highways since 1995.

# 150,000

subscribers to the free-flow toll system.



## VINCI Airports shores up its foothold in the US

VINCI Airports is consolidating its position in the largest market in the global aviation industry, which it entered in 2018 by acquiring the Airports Worldwide portfolio. In 2020, VINCI Airports renewed its management contract for the terminals E and F at Atlanta airport, and extended its operating contract at Hollywood Burbank airport (California) for a further 10 years.





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ENGAGED

MOBILITY



———— We guarantee the long-term performance and resilience of our infrastructure by investing in renewable energy, biodiversity protection and new technologies. We strive to continuously improve the client experience while reducing our environmental impact. It is this focus that drives VINCI Concessions and its teams, who are fully committed to seeking the most effective future solutions – those that combine utility, well-being, respect for people and care for the planet.





## Acting as a socially responsible company

VINCI Concessions firmly believes that people are its primary source of strength, which is why it prides itself on being a responsible and conscientious company throughout the world. As a multicultural business that is a proud ambassador for a more open world, we focus on creating opportunities for everybody within our network, supporting the regions in which we operate and promoting diversity, equity and inclusion.

### Increasing the proportion of women in mobility

#### "Women on the move"

Long-term performance is dependent on creating the conditions for professional equality and diversity. With this in mind, VINCI Concessions actively pursues a policy to increase the proportion of women in its workforce – particularly in technical professions – and improve female representation at all levels of management. In doing so, we are contributing to the target set by the VINCI Group in 2019 to double the number of women on the management and executive committees of the Group's business lines and divisions by 2021.

## 32.56%

of positions in the VINCI Concessions network held by women.





## Offering an insight into aviation

Orlando Sanford International Airport in Florida held an Aerospace and Aviation Day on 25 January 2020. A vast number of businesses and organisations that operate out of the airport (including airlines as well as maintenance, logistics and security teams) were present at the event to introduce over 5,000 Seminole County students and their families to careers in aviation.

## Inspiring young people



### Learning life skills playing rugby in Peru

In Peru, Lima Expressa (VINCI Highways) renewed its partnership with the Peruvian Rugby Federation. The "Rugby for All" programme adopted a new format in 2020 in the form of a virtual academy, helping young people from 31 clubs near the two expressways managed by Lima Expressa gain confidence in a game that teaches valuable life skills.

### Shaping teenagers' career aspirations

In France, VINCI Concessions once again took part in the VINCI Group's Give Me Five initiative to foster equal opportunities. Each year, 5,000 students aged 14 to 15 from priority education areas undertake work experience placements, including at several airports in the VINCI network such as Lyon, Nantes and Toulon.



### London Gatwick goes back to school

In March 2020, 15 primary schools in Sussex, Surrey and Croydon received an educational kit designed by London Gatwick airport to encourage pupils to consider technical and engineering careers. As part of the project, a celebratory event was held at a girls' school in Horsham in June to inspire more girls to consider careers in science and technology.





## Inclusion & diversity



### Salvador Bahia airport awarded its third seal of Ethnic-Racial Diversity

For the third year in a row, Salvador Bahia airport in Brazil was awarded the seal of Ethnic-Racial Diversity by Salvador City Council in recognition of its efforts to combat racism and all forms of discrimination (during the recruitment process, promotion and day-to-day workplace interactions). For instance, every year on Black Awareness Day in Brazil (20 November), the airport shows its commitment to the cause by organising a number of events over several weeks to celebrate diversity and Afro-Bahian culture, including an exhibition of work by photographers Regiane Ribeiro and Hugo Martins, a social media campaign sharing inspiring stories, a training course covering systemic racism in Brazil, as well as a debate on ethnic tourism.

### Establishing strong ties with La Cravate Solidaire

In France, VINCI Concessions teamed up with the VINCI Group and the VINCI Foundation on their initiative to support the charity "La Cravate Solidaire" by collecting clothing donated by employees to provide professional attire to jobseekers in need.



### Making life easier for people with reduced mobility

For the second year in a row, Puerto Plata and Las Américas airports received an award for the quality of their facilities for people with reduced mobility.



## Personal development

# Continuing to offer training and career development opportunities

————— In the ever-changing mobility sector, VINCI Concessions invests heavily in employee training, which is key to developing its expertise and offering outstanding career development opportunities for its teams. Let's take a look back at a year full of innovation.

In 2020, VINCI Concessions facilitated the roll-out of VINCI's digital training platform, "Up!", an easy-to-use and practical tool that centralises all training modules available across the Group. It will soon also be available as a mobile app. Meanwhile, the Covid-19 pandemic did not prevent the release of new training modules; VINCI Highways for example looked at the environment and occupational health, while the VINCI Airports Academy covered soft skills (including crisis management, well-being and inclusion) and was quick to roll out specific training courses on managing the health crisis (including understanding the virus and managing remote working).

**16,553**  
**hours**

of training provided in 2020.

**111**

training sessions held in 2020 (vs. 110 in 2019).





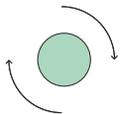
# Working towards sustainable mobility

In line with the VINCI Group strategy, VINCI Concessions is working to reconcile mobility with the environment – from designing exemplary infrastructure through to implementing innovative, collaborative solutions.

## The aims of the VINCI Group



**Act for the climate**  
Reduce scope 1 and 2 emissions by 40% by 2030



**Optimise resources**  
thanks to the circular economy



**Preserve**  
natural environments

“We have made a new, ambitious commitment to reducing our carbon footprint in line with the COP21 target.”

**Xavier Huillard,**  
Chairman and Chief Executive Officer of VINCI

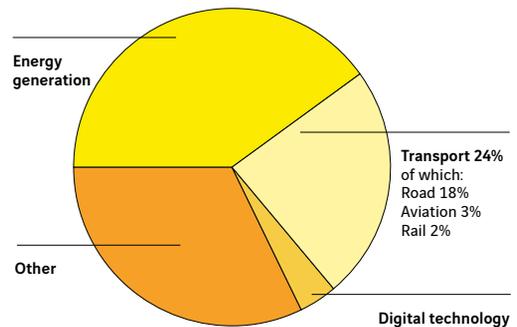


“The Group’s environmental ambition poses significant challenges for our mobility operations and we want to play our part.”

**Joffrey Mai,**  
Director for the Environment and Sustainable Development

### Mobility and the climate challenge

Global CO<sub>2</sub> emissions in 2019



## Setting an example through our infrastructure



**22%**

Reduction in our carbon footprint between 2018 and 2020

**50%**

**Halve** the overall carbon footprint of our airports, motorways and railways

\* Reference year: 2018



**54%**

Waste recovery rate

Goal for 2030\*

**0**

**Waste** sent to landfill



**35**

VINCI Concessions entities have obtained ISO 14001 certification, including 25 VINCI Airports entities

**50%**

**Halve** the water consumption of our infrastructure per work load unit

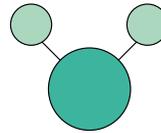
## Trailblazing in our industry

**A world first: VINCI Airports introduced sliding scale airport fees depending on aircraft emissions across its network in France in 2020**

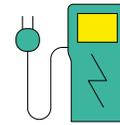
**Working with the entire industry to achieve low-carbon mobility**



**Sustainable aviation fuel**



**Green hydrogen**



**Green vehicle charging points**

## Rising to the challenge together

**In 2020, VINCI Concessions launched a large-scale interactive campaign to bring its 20,000 employees on board with the environmental transition**



“Green energy drives sustainable development. Our environmental management system, and in particular the way we process waste and protect biodiversity, was recognised when it was awarded ISO 14001 certification.”

**Melina Santos Vanderlinder,**  
Environment and sustainable development manager, Aerodom, Dominican Republic



“We are firmly committed to addressing the climate emergency and creating progress and well-being for communities.”

**Luigi Anthony Ballardo Evangelista,**  
Environmental analyst,  
LIMA Expressa, Peru



“LISEA developed CompenSEA, a comprehensive and unique steering tool measuring environmental indicators, and made it available to all its partners”

**Thierry Charlemagne,**  
Sustainable Development Director,  
LISEA, France



# Using our infrastructure to set an example

The long-term success and performance of our business over many years to come hinges on our ability to integrate an environmentally friendly approach over the next decade to 2030. VINCI Concessions is making every effort to balance meeting the growing demand for mobility with protecting the planet. Far from being a constraint, making changes to protect the environment drives innovation, boosts efficiency and creates value.

## Acting for the climate

VINCI Concessions takes responsibility for tackling the climate emergency. In 2019, we decided to ramp up our efforts to reduce the carbon footprint of our activities and set ourselves a target to reduce our direct (scope 1 and 2) greenhouse gas emissions by 51% between 2018 and 2030. We therefore implemented an action plan to reduce energy consumption across our networks, for instance by performing energy audits, rolling out energy management systems, switching from conventional light bulbs to LEDs, replacing heating and air conditioning systems with more energy-efficient solutions, as well as optimising temperature, lighting and ventilation set points for tunnels. We are also working on switching to low-carbon sources of energy; for instance, by expanding renewable energy production to make our infrastructure more self-sufficient, as well as using guaranteed “green” electricity.

# 50%

reduction in CO<sub>2</sub> emissions  
by 2030.





## VINCI Airports takes solar energy to new heights

The VINCI Airports network invests heavily in renewable energy. For instance, in 2020, Aerodom became the largest private-sector producer of solar energy in the Dominican Republic when it expanded the photovoltaic power plant at Las Américas International Airport, which now meets over 20% of its electricity needs. In June, Salvador Bahia airport in Brazil finished building a photovoltaic power plant to produce its own energy to power the terminal. Comprising 11,000 solar panels, the plant has reduced the airport's carbon footprint by 30%. New projects are under consideration in Europe at Stockholm Skavsta (Sweden) and Faro (Portugal) airports.

# 17.9 MW<sub>p</sub>

installed capacity of the photovoltaic panels to enhance energy self-sufficiency in 2020 (vs. 10.2 MW<sub>p</sub> in 2019).



### First VINCI Environment Day

On 22 September 2020, the Group launched the VINCI Environment Awards in a bid to identify and share local best practices and initiatives. To mark the event, VINCI Concessions encouraged employees in the 24 countries in which it operates to take part in the first ever VINCI Environment Day. The five-hour event boasted a strong interactive programme and was streamed online. It gave everybody an opportunity to take stock and mobilise teams to find quick solutions to the three priority areas identified in the Group's environmental strategy.



## Circular economy



### Zero waste to landfill and zero effluents in Brazil

In January 2020, Salvador Bahia airport became the first “zero waste to landfill” airport in Brazil, two years ahead of schedule, after building a new waste management plant. The project also involved putting in place a number of other measures, such as installing recycling bins and transforming waste into energy or recycled materials. These efforts involved the entire airport community, including catering services who have an important role to play in eliminating single-use plastics. The airport had already successfully eradicated liquid discharge in 2018 when it inaugurated a wastewater treatment and recycling plant.

## 112 tonnes

of waste recycled in January 2020 alone at Salvador Bahia airport, the equivalent of 125 small cars.

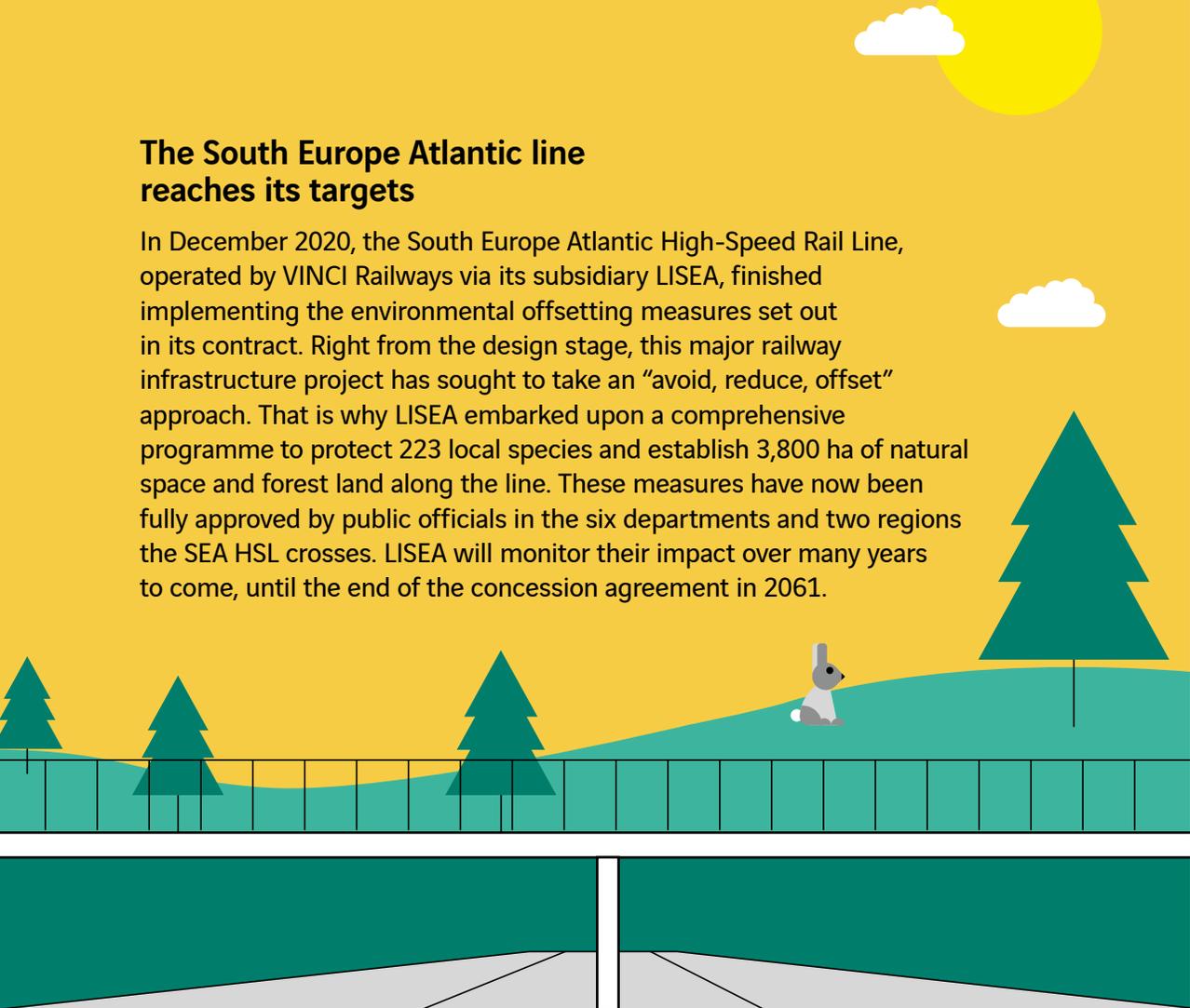
### No more plastic bags

In July, Kansai airports in Japan launched an initiative to reduce the amount of plastic used at its airports. FSC-certified recycled paper bags or bags made using biodegradable materials are now available free of charge in stores at its three airports in the region. This measure was put in place following the “Ideas versus plastic” challenge organised by VINCI Concessions in 2019.



## The South Europe Atlantic line reaches its targets

In December 2020, the South Europe Atlantic High-Speed Rail Line, operated by VINCI Railways via its subsidiary LISEA, finished implementing the environmental offsetting measures set out in its contract. Right from the design stage, this major railway infrastructure project has sought to take an “avoid, reduce, offset” approach. That is why LISEA embarked upon a comprehensive programme to protect 223 local species and establish 3,800 ha of natural space and forest land along the line. These measures have now been fully approved by public officials in the six departments and two regions the SEA HSL crosses. LISEA will monitor their impact over many years to come, until the end of the concession agreement in 2061.



## Biodiversity

### Raising environmental awareness among drivers

In August 2020, VINCI Highways subsidiary PR1BINA, which holds the concession for the 52 km motorway east of Bratislava in Slovakia, launched a campaign to inform drivers about the wealth of wildlife that can be found along the network. People who stop at the Tekovske Nemce rest area can therefore use interactive panels to find out about biodiversity in the surrounding area and how it benefits the environment.

**3,388**

endemic trees were planted by VINCI Highways in Colombia as part of an offsetting and reforestation programme along the Bogotá–Girardot motorway.





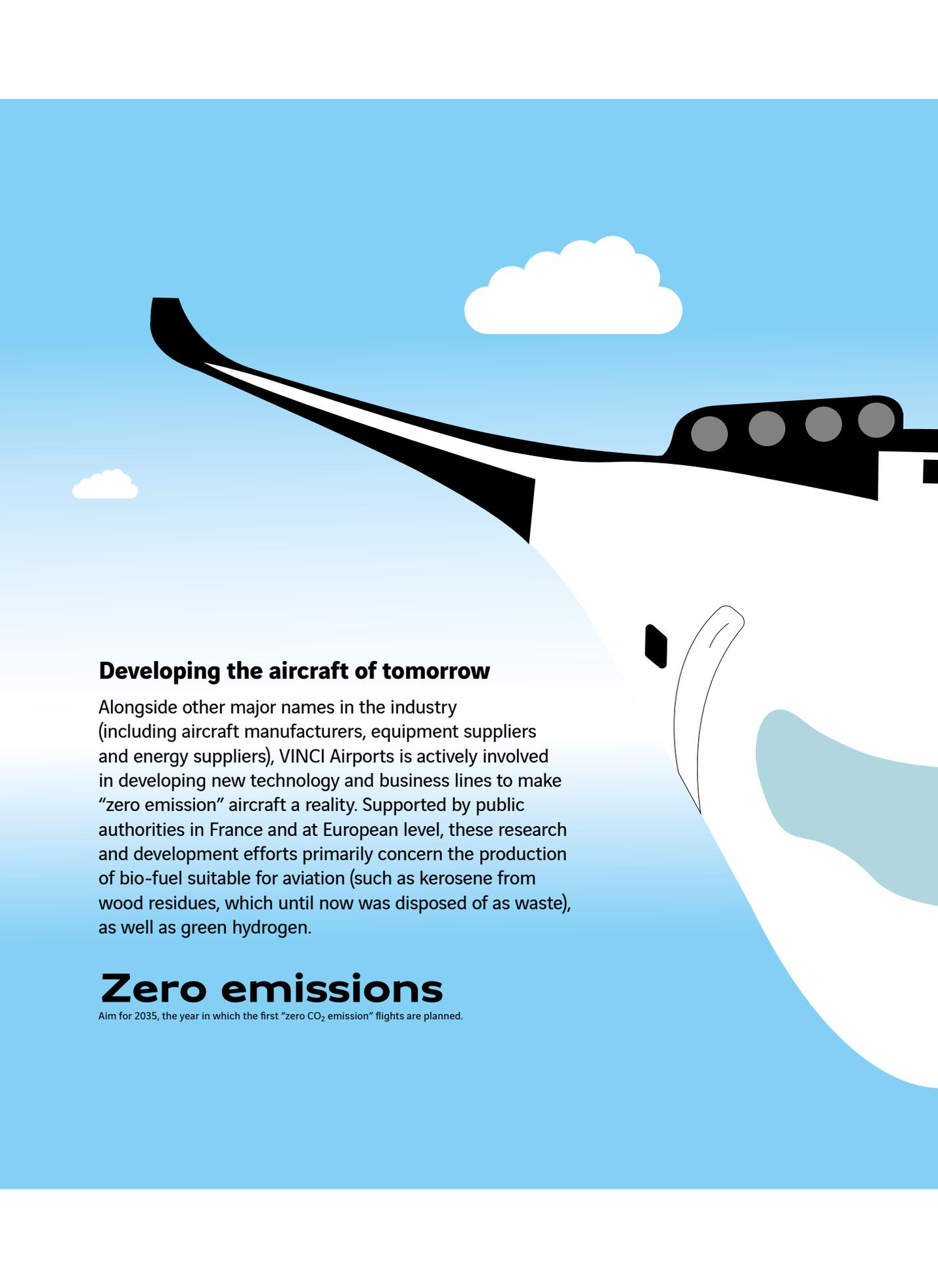
## A pioneering force in the industry

Keenly aware the transport industry has a responsibility to enable the global economy to shift towards a low-carbon model, VINCI Concessions strives to set an example, not only by minimising its direct environmental footprint (scopes 1 and 2) but also by helping its clients and partners reduce their own emissions (scope 3).



### Shifting to a low-carbon way of traveling

To reduce the amount of carbon generated by the transport industry, a number of projects are being pursued to develop sustainable aviation fuel and CO<sub>2</sub> capture. At the same time, VINCI Concessions is ramping up the pace at which it replaces its petrol- and diesel-powered vehicles with electric or hydrogen equivalents, while also gradually installing charging stations for users. For example, in 2020, Lima Expressa continued to reduce its CO<sub>2</sub> emissions by bringing in a fleet of eight fully electric vehicles. The VINCI Highways subsidiary also installed the first free-to-use charging station on the Peruvian capital's ring road open to anyone driving an electric vehicle. Furthermore, VINCI Airports became the first airport operator in the world to adjust its landing fees based on the CO<sub>2</sub> emissions generated by the aircraft. The implementation of this system has already been approved by the stakeholders at several of our airports in France.



## Developing the aircraft of tomorrow

Alongside other major names in the industry (including aircraft manufacturers, equipment suppliers and energy suppliers), VINCI Airports is actively involved in developing new technology and business lines to make “zero emission” aircraft a reality. Supported by public authorities in France and at European level, these research and development efforts primarily concern the production of bio-fuel suitable for aviation (such as kerosene from wood residues, which until now was disposed of as waste), as well as green hydrogen.

## Zero emissions

Aim for 2035, the year in which the first “zero CO<sub>2</sub> emission” flights are planned.



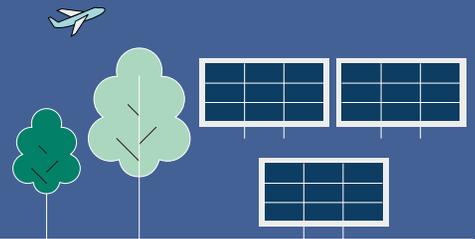
# "Enhancing the airport while maintaining the environmental equilibrium"

"A little over 50 years ago, the choice to build an airport in Faro represented an absolutely decisive investment that enabled the Algarve to become a major tourist destination. That is why we at the local authority here have always kept a close eye on the growth in passenger numbers, and are keen to see the airport become increasingly functional, comfortable and safe. However, we need to make sure we do this in a way that respects the balance of local environment, as the area is a real haven in which nature thrives. We fully support the project developed by ANA and SunMind to build a solar plant as it is perfectly in line with the way in which we champion sustainable development to benefit our town and the wider region."

**Rogério Bacalhau,**  
Mayor of Faro (Portugal)



**Maxime Varin,**  
Project Manager  
at VINCI Concessions  
and SunMind intrapreneur  
(France)



“SunMind aims to make it easier for companies to access solar technology to start producing their own energy. As Faro airport needed a solution to help it along on its journey towards carbon neutrality, SunMind will build a 3 MWp photovoltaic power plant there, which will supply enough renewable electricity to meet 30% of the airport’s requirements. The region’s sunny climate makes Faro a prime location for solar power. By eliminating the cost of acquisition and the technological risk, SunMind removes the barriers that sometimes stand in the way of projects like these. At VINCI Concessions, we are growing the business by developing synergies with other entities within the Group, such as VINCI Energies and VINCI Construction, and we have already identified over 20 opportunities on which we can work together.”

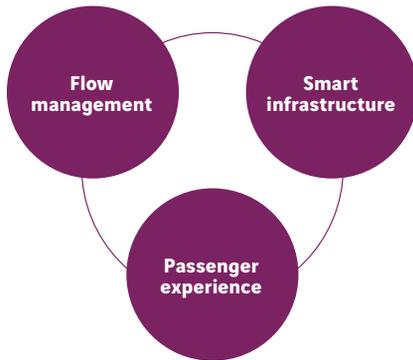


# Innovating together

Through a collaborative and participative approach, working directly with local and international drivers of innovation, VINCI Concessions is shaping the smart, responsible mobility of the future.



### 3 areas of innovation



### Cross-divisional areas of improvement

100 innovative projects



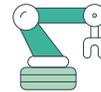
Environment



Digital data



Artificial intelligence



Robotics

“By setting new trends and continuously trialling innovative ideas in the field, we are helping to drive forward the future of positive mobility.”

**Anne Le Bour,**  
Director of Communications and Innovation  
at VINCI Concessions

### 3 world firsts



**MONA,**  
the digital travel assistant



**Broom,**  
the connected rail line  
inspection car



**Stan,**  
the robotic valet  
parking system

### 5 Centres of Excellence for Innovation



**Lisbon**  
Smart terminal

**Lima**  
Customer relations and  
mobility services

**London**  
Flights

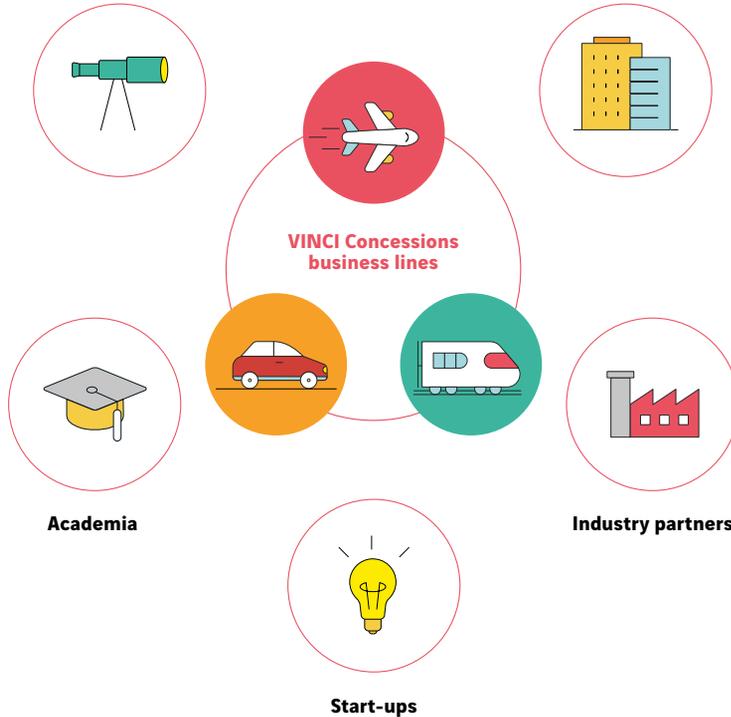
**Lyon**  
Passenger experience

**Villognon**  
Smart  
infrastructure

# Network-based innovation

**Leonard**  
(the VINCI Group's foresight and innovation platform)

**VINCI Group**  
Joint innovative projects



# Collective intelligence

VINCI Concessions takes a collaborative approach that fosters creativity among employees the world over and stimulates innovation through training and challenges organised throughout the year.



## "Ideas vs Plastic" Challenge

Reducing plastic waste and recycling more

**2,300 participants**  
**261 ideas submitted**

"Our employees are full of innovative ideas, which is why we are working to develop forums for communication and dialogue so as to ultimately increase the possibility of transforming the best ideas into solutions. We need to approach mobility from a different angle and implement new solutions that can open our businesses to innovation to better prepare them for the future."

**Aaron Beeson,**  
Director of Innovation, ANA – Aeroportos de Portugal



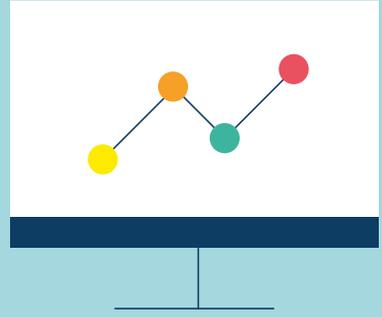
## "Who wants to take the bus?" Challenge

Improving the passenger experience in the airport shuttle between the terminal and the aircraft

**500 participants**  
**59 ideas submitted**

"To improve fluidity management, we need to focus on smart infrastructure solutions and a unique customer experience. We must also train and motivate our employees and continue to work with other VINCI Group companies for maximum value creation."

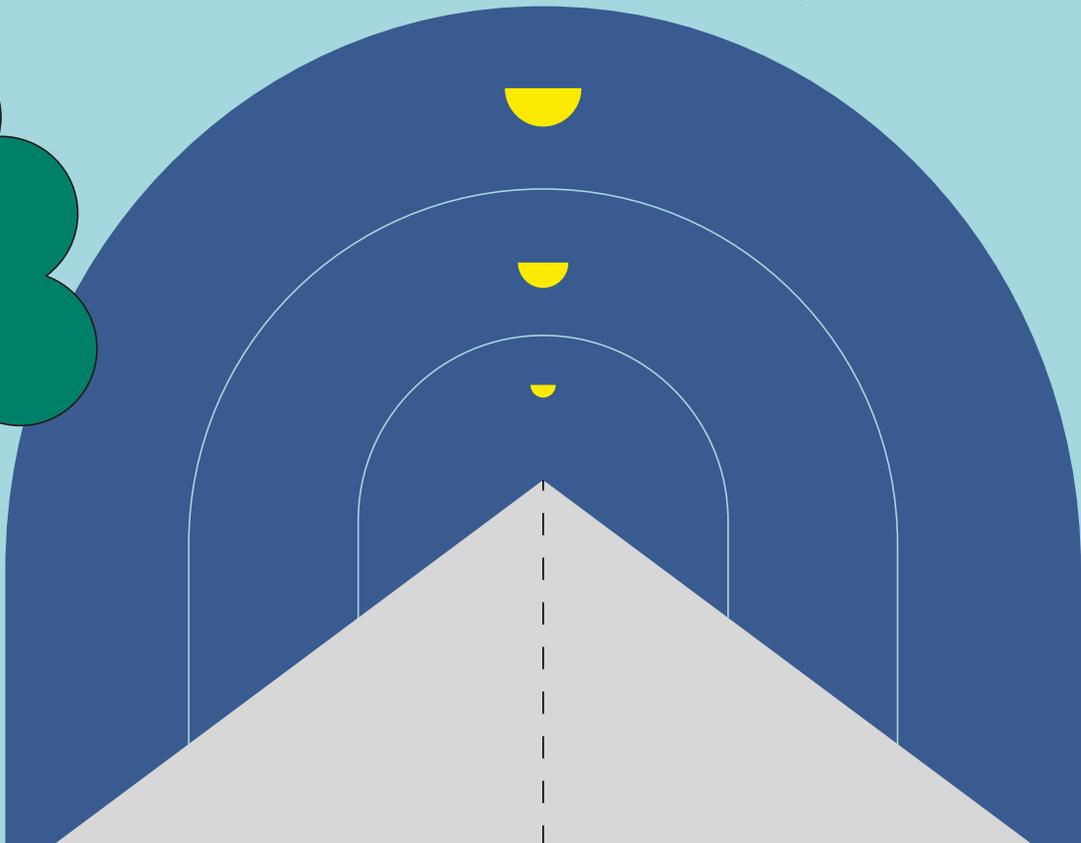
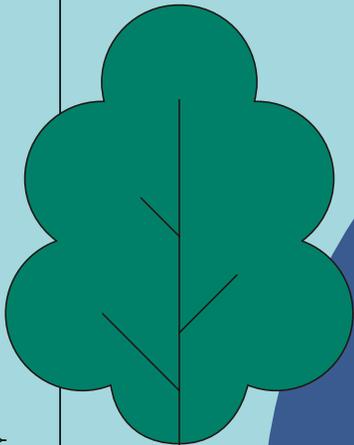
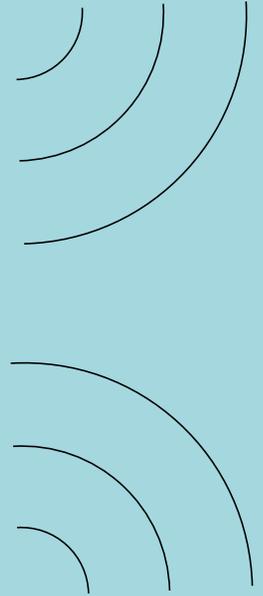
**Maria Tomey,**  
Innovation specialist,  
Lima Expressa



# Smart infrastructure

## Smart tunnel, a model of innovation

In Greece, VINCI Highways made a major leap forward in the way it conducts preventive maintenance and monitors the tunnels operated by its Olympia Odos subsidiary along the Athens—Patras motorway. The Smart Tunnel system collects equipment data in real time to orient decisions made regarding preventive maintenance and facilitate surveillance of the equipment installed in its motorway tunnels to improve safety and the overall user experience. This innovation won two prizes at the Facilities Management Awards 2020, a benchmark event in the industry in Greece.





### **TIME: railway maintenance in real time**

At the end of 2020, after a year in development and testing, VINCI Railways launched TIME, an incident management app for MESEA, the subsidiary responsible for maintaining the South Europe Atlantic High-Speed Rail Line. The new tool communicates real-time technical data to monitor a range of indicators, including track temperature, maintenance vehicle location and a record of maintenance interventions. MESEA is now working on enriching TIME with additional features such as tracking the weather at strategic locations along the line and sharing data with 4G-connected rail equipment.



### **Heightened climate resilience at Kansai airport**

Kansai International Airport (VINCI Airports) is an extraordinary piece of infrastructure; located on an artificial island in Osaka Bay in Japan, it is exposed to the region's frequent typhoons and earthquakes. That is why VINCI Airports has developed cutting-edge expertise at this airport in order to safeguard its operations in the event of natural disasters. The innovations produced include the construction of concrete structures that, once submerged, protect the airport from sea swells and flooding thanks to a four-legged structure that is specially designed to absorb the shock of marine currents.

# 48,000

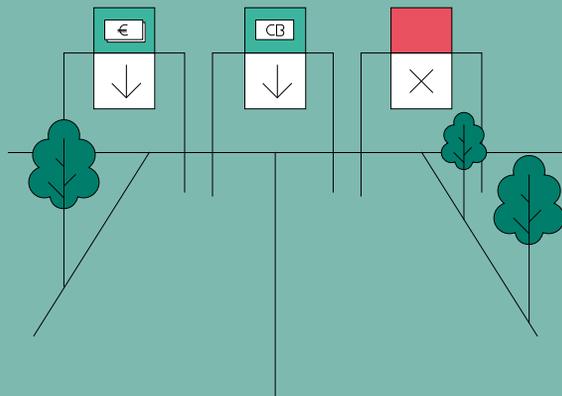
four-legged submerged structures in Osaka Bay around Kansai International Airport.



# "An essential tool to manage traffic on expressways"

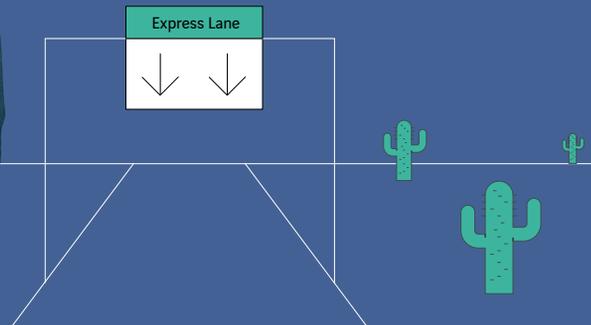
"The 91 Express Lanes motorway has been equipped with an Electronic Toll Collector (ETC) system since 2003. We have been able to measure the impact this tool has had on reducing congestion and managing traffic jams. The ETC system was integral to the decision made in 2017 by the Riverside county to extend the route by 8 miles. Today and in years to come, electronic tolling has a key role to play in managing road traffic in the area."

**Kirk Avila,**  
General Manager at Orange County  
Transportation Authority  
(OCTA - California, US)

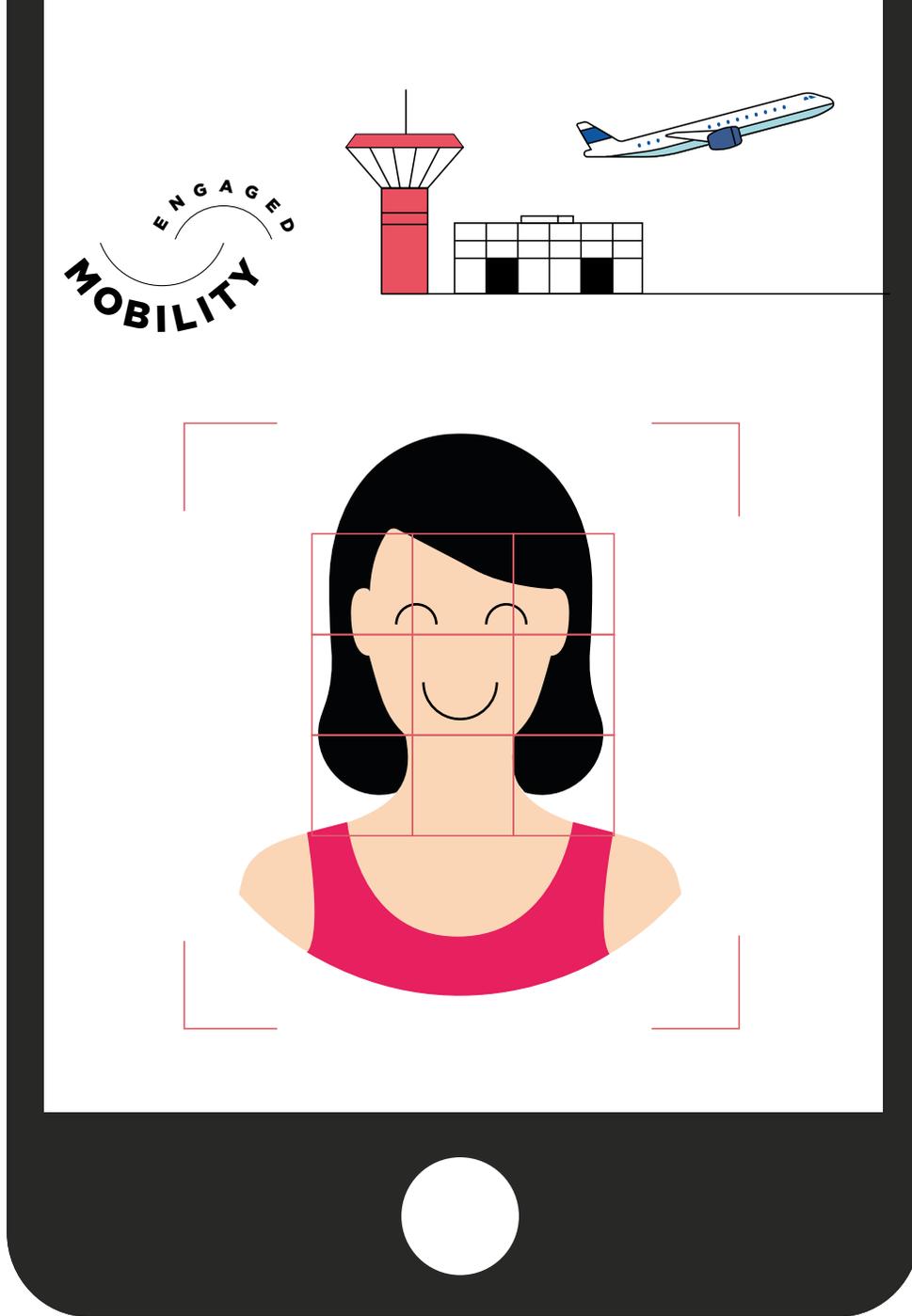




**Richard Arce,**  
Managing Director of VINCI Highways Mobility  
Solutions and Executive Director of the ETC &  
Mobility division, VINCI Highways (US)



“Today, ‘free-flow’ electronic toll systems are essential if we are to avoid congestion on freeways and motorways around major urban areas. Our cutting-edge ETC solutions have been tried and tested on a number of roads. For example, on the 91 Express Lanes in California, we were honoured to have been chosen as a key supplier to help upgrade and transform the local mobility ecosystem. Our partnership with the transport authorities of Orange and Riverside counties has enabled our company to set itself apart from the competition and create value for users with this expressway.”



## A travel assistant named MONA

On 5 October 2020 at Lyon-Saint Exupéry airport, VINCI Airports began trialling MONA, an innovative service that uses facial recognition technology to enable passengers to pass through the various airport checkpoints, from baggage check-in to boarding, simply by showing their face (with the exception of border control).



In launching MONA, not only did VINCI Airports take a major step towards the mobility of the future, it also became the first airport operator in the world to offer its passengers the opportunity to trial a seamless, fully biometric journey from their home to the plane. Users can also use MONA for several flights. The service is free of charge and passengers are asked to set up their own customer account by using an app on their smartphone or at a terminal in the airport. Thanks to facial recognition technology and a special journey through the airport, MONA users can go through the various check points – from baggage check-in to boarding (with the exception of border control) – simply by showing their face, avoiding the need for any physical contact.

**In addition to providing information about flights and the passenger journey in real time, MONA will also ultimately offer users a number of personalised services and offers**, developed in partnership with airlines and retailers at the airport for a unique, tailored experience. The app has been built to combine a biometric system and a relationship marketing solution. Subject to approval from the French data protection agency, the CNIL, this new service implements the latest recommendations made by the agency in order to offer passengers the firmest possible assurances that their rights and privacy will be protected. Passengers on flights to Porto with Transavia or Lisbon with TAP Air Portugal are able to take advantage of MONA, which is being trialled at Lyon-Saint Exupéry airport until October 2021.

Combining the efforts of our Centres of Excellence for Innovation in Lyon and Lisbon, MONA illustrates the strength of the VINCI Airports network, which encourages our teams to share best practice and experts to collaborate.



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**OUR**

**IDENTITY**



————— Mobility infrastructure is a fundamental driver of development in society. It represents the central foundation for the movement of people, goods and capital, and therefore prosperity within a region. VINCI Concessions plays an integral role in providing this basic social and economic utility by investing in accessible, effective, resilient and safe infrastructure.

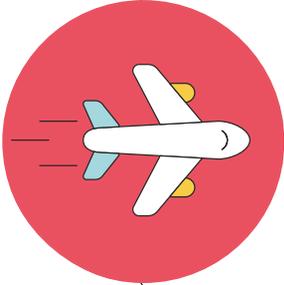




## A brief overview of VINCI Concessions

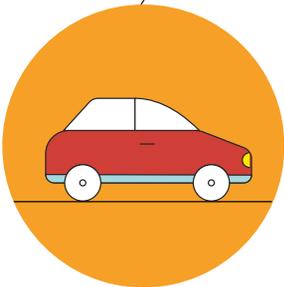
———— VINCI Concessions is a global leader in mobility infrastructure that uses its integrated model to design, finance, build, operate and maintain almost 80 airports, motorways and railway projects in 24 countries through the VINCI Airports, VINCI Highways and VINCI Railways subsidiaries. Committed to sharing growth with regional communities, we strive to make mobility more sustainable, efficient and innovative.





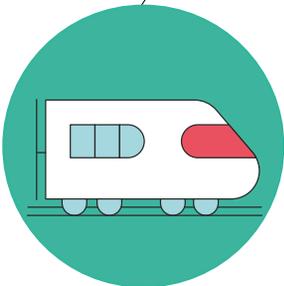
## VINCI Airports

As the world's leading private airport operator, VINCI Airports operates 45 airports in 12 countries across Europe, Asia and the Americas. Drawing on its expertise as a comprehensive integrator, VINCI Airports develops, finances, builds and operates airports, leveraging its investment capability and know-how to optimise the operational performance and modernisation of its infrastructure as well as bring about their environmental transition. In 2016, VINCI Airports became the first airport operator to commit to an international environmental strategy, setting itself the aim of reaching zero net emissions across the network by 2050.



## VINCI Highways

VINCI Concessions subsidiary VINCI Highways is a leading concessions company and operator of road mobility services. VINCI Highways designs, finances, builds and operates motorways, urban networks, bridges, tunnels and toll services across a network of almost 4,000 km in 16 countries. VINCI Highways capitalises on its expertise to guarantee the highest standards in terms of performance and safety, ensuring a positive experience for drivers.



## VINCI Railways

VINCI Railways is specialised in public-private partnerships in the rail sector; its comprehensive approach as an operator – covering design, financing, maintenance and programme management – makes it an important partner to public authorities. Its expertise has been put to use in major concession projects in France, such as the high-profile South Europe Atlantic High-Speed Rail Line.

# OUR IDENTITY



### CANADA

- Regina Bypass
- Confederation bridge
- Fredericton-Moncton expressway

### UNITED STATES

- Hollywood Burbank airport
- Orlando Sanford International airport
- Atlantic City International airport
- Middle Georgia airport
- Macon Downtown airport
- Ohio River Bridges - East End Crossing
- Cofiroute USA: 91 Express Lanes (California) CTRMA (Texas)
- TollPlus: NTTA (Texas), Pharr International Bridge (Texas)

### JAMAICA

- Highway 2000 East-West

### COSTA RICA

- Guanacaste airport

### COLOMBIA

- Bogotá—Girardot highway

### PERU

- Lima Expresa
- PEX

### CHILE

- Santiago airport

### IRELAND

- Turas: M50 motorway in Dublin

### PORTUGAL

- Lisbon airport
- Porto airport
- Faro airport
- Funchal airport
- Ponta Delgada airport
- Porto Santo airport
- Santa Maria airport
- Flores airport
- Beja airport
- Horta airport
- Bridges on the Tagus

### DOMINICAN REPUBLIC

- Las Américas airport
- Puerto Plata airport
- Samaná airport
- La Isabela airport
- Arroyo Barril airport
- Barahona airport

### BRAZIL

- Salvador Bahia airport

# A global network driving positive mobility

## UNITED KINGDOM

- London Gatwick airport
- Belfast International airport
- Newport bypass
- Isle of Wight road network
- Hounslow road network

## SWEDEN

- Stockholm Skavsta airport

## GERMANY

- A7 Via Niedersachsen
- A5 Via Solutions Südwest
- A7 Via Solutions Thüringen
- A9 Via Gateway Thüringen

## CZECH REPUBLIC\*

- Motorway D4

## SLOVAKIA

- Expressway R1 (PRIBINA)

## SERBIA

- Belgrade Nikola Tesla airport

## GREECE

- Athens Corinth—Patras motorway
- Maliakos—Kleidi motorway
- Rion—Antirion bridge

## FRANCE

- Lyon-Saint Exupéry airport
- Rennes Bretagne airport
- Toulon Hyères airport
- Nantes Atlantique airport
- Grenoble Alpes Isère airport
- Clermont-Ferrand Auvergne airport
- Chambéry Savoie Mont Blanc airport
- Dinard Bretagne airport
- Saint-Nazaire Montoir airport
- Pays d'Ancenis airport
- Lyon-Bron airport
- Automation of river dams (BAMEO)
- Public street lighting in Goussainville, France
- Public street lighting in Rouen, France (Lucitea)
- GSM-Rail
- South Europe Atlantic High-Speed Rail Line
- Reserved lane public transport system in Martinique
- Southern Prado tunnel
- Prado-Carénage tunnel

## KENYA\*

- Nairobi—Nakuru—Mau Highway

## RUSSIA

- NWCC: section 0 of the Moscow—Saint Petersburg highway
- TCH: sections 7 and 8 of the Moscow—Saint Petersburg highway
- United Toll Systems: 1,084 km operated

## JAPAN

- Kansai International airport
- Osaka Itami airport
- Kobe airport

## INDIA

- TollPlus: Bank of Baroda, ICICI Bank, Canara Bank

## CAMBODIA

- Siem Reap airport
- Phnom Penh airport
- Sihanoukville airport



**Airports**



**Highways**



**Railways**



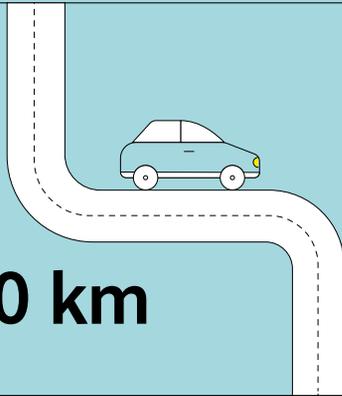
**Other  
concessions**

\* Financing package currently under negotiation

# OUR IDENTITY

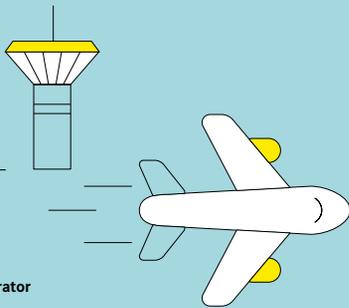
## Connecting regions and opening new horizons

**80**  
mobility structures



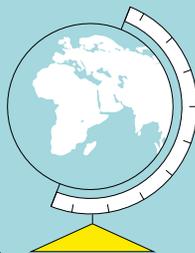
Almost **4,000 km**  
of road network

**45**  
airports



**No.1**  
private airport operator in the world

**1st**  
private high speed rail operator in France



**24 countries\***

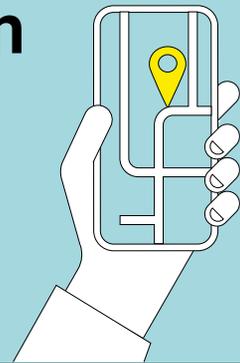
\*Including projects in Kenya and the Czech Republic, where financing packages are currently under negotiation

## Taking care of passengers

More than **10**  
service quality awards given to our infrastructure in 2020



**2 million**  
subscribers to our e-mobility and digital road services



**94%**  
Average regularity per section of the SEA HSL from July 2017 to September 2020

**5**  
Centres of Excellence for Innovation (London, Lisbon, Lyon, Lima and Bordeaux-Villongnon)



**No.1**  
Lisbon airport came out on top in the best airport rankings by ACI Europe

## Rising to the challenge of sustainable mobility

**22%**

reduction in GHG emissions between 2018 and 2020



**3**

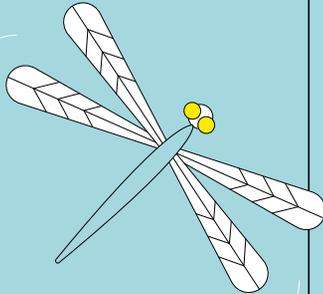
carbon-neutral airports: Lyon-Saint Exupéry, London Gatwick and Guanacaste (Costa Rica)

**35**

ISO 14001 certifications

**223**

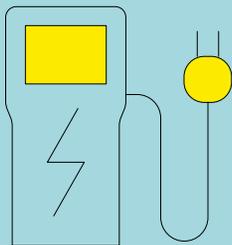
species protected along the entire SEA HSL



Salvador Bahia named most sustainable airport by Brazil's National Civil Aviation Agency

**61,712**

LED bulbs installed across our road network



Aerodom

**No.1**

producer of photovoltaic energy in the Dominican Republic

## Showcasing talent and diversity

**20,000**

employees worldwide



**50**

nationalities



**16,553**

hours of training given by VINCI Concessions

**80%**

of people employed locally



**93/100**

Gender Equality Index score

**0**

serious accidents in 2020



**317**

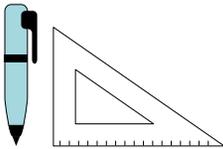
hours of rail safety training



# A business model based on diverse skills and profiles

— We are proud of our people and their diverse profiles, skills, cultures and nationalities, which are key to our performance. VINCI Concessions embraces diversity to ensure everyone can work in an international environment that presents great prospects for career progression.

## Four main business activities



### Design

Imagining infrastructure with a minimal environmental impact that meets the needs of as many people as possible while sustainably unlocking regional potential.



### Build

Managing worksites by harnessing our expertise in programme management and paying extremely close attention to environmental protection, quality, safety, timing and the budget.



### Finance

Making major infrastructure projects a reality through substantial investment while ensuring their long-term future by controlling costs and ensuring continued improvement of environmental performance.



### Operate

Guaranteeing the operational excellence of infrastructure through innovative processes to optimise the carbon footprint, limit waste, enhance the customer experience, facilitate maintenance and boost competitiveness.

## Stronger together

VINCI Concessions stands out within the industry because of its ability to integrate local teams, as well as its decentralised structure with an international scope. Our network has a deep sense of solidarity and enhances its collective knowledge by pooling experience, which proved a major asset tackling the challenges faced in 2020.

“Being able to work together as a network of airports was vital during the crisis, particularly in the early days when there were no official guidelines and we had to decide ourselves how best to respond to the pandemic.”

**Chloé Lapeyre,**  
Chief Operating Officer,  
ANA – Aeroportos de Portugal

“VINCI Concessions’ experience all over the world helps VÍA 40 EXPRESS to meet its targets of driving regional and sustainable growth in Colombia.”

**François-Régis le Mière,**  
Chief Executive Officer,  
VÍA 40 EXPRESS, Colombia

“London Gatwick was able to stay open throughout the pandemic as the teams effectively worked together to manage the peaks and troughs in operations without ever compromising on service or safety.”

**Stewart Wingate,**  
Chief Executive Officer,  
London Gatwick, UK

### Destination: l'archipel

In 2021, teams from VINCI Concessions will move to the future VINCI Group head office in Nanterre's new Groues district, just a stone's throw from the Grande Arche de la Defense. The new complex is named l'archipel and will bring together concessions, energy and construction operations on one site. This major corporate initiative will drive growth at VINCI Concessions by enabling fresh synergy with other Group divisions.

# 4,000 employees

brought together in one location.





# A governance team fully committed to positive mobility

— The VINCI Concessions Management Committee defines priorities for VINCI Airports, VINCI Highways and VINCI Railways so that they are ready to take on the mobility challenges of the future. It looks out for everyone's best interests and ensures that infrastructure makes a positive contribution to regional development in the long term.

Under the leadership of Nicolas Notebaert, VINCI Concessions' governance protects and hones expertise in its three key areas: airport, motorway and railway projects. In line with the VINCI Group's strategic positioning, the Management Committee promotes internal synergies to disseminate the Group's culture throughout its various business lines as it pursues international growth. With an agile and efficient global network built around its areas of expertise, VINCI Concessions draws on its know-how in designing, financing, building, operating and maintaining mobility infrastructure to drive momentum in regional economies and the environmental transition throughout the world.

#### 1. NICOLAS NOTEBAERT

Chief Executive Officer, President of VINCI Airports

#### 2. CHEIKH DAFF

Director of Human Resources

#### 3. ANNE LE BOUR

Director of Communications and Innovation

#### 4. BELEN MARCOS

Executive Vice President, President of VINCI Highways

#### 5. OLIVIER MATHIEU

Executive Vice President

#### 6. CHRISTOPHE PÉLISSÉ DU RAUSAS

Executive Vice President, President of VINCI Railways





## Appointments



**SEPTEMBER 2020**

**Belen Marcos,**

President of VINCI Highways and Executive Vice President of VINCI Concessions

A graduate of the Polytechnic University of Valencia (UPV) and holder of a postgraduate degree in transport infrastructure from the École Nationale des Ponts et Chaussées, Belen Marcos has spent much of her career at the Ferrovial group. President of CINTRA US until recently, she is now in charge of developing VINCI Highways.



**FEBRUARY 2021**

**Cheikh Daff,**

Director of Human Resources of VINCI Concessions

A graduate of IAE in Strasbourg, Cheikh Daff joined the VINCI Group in 2005 after an initial experience in the automotive sector. He held various HR roles at the Sogea-Satom and Entrepose subsidiaries before joining VINCI Airports in 2019, then VINCI Concessions in 2021. In this latest role, he is responsible for maintaining the highest standards of excellence in the network's various areas of expertise while bolstering employees' opportunities for personal development.

This year, VINCI Concessions continued to align its governance with its strategic objectives to expand international operations, develop synergies among teams and increase the proportion of women in its workforce by bringing in Belen Marcos to head VINCI Highways in September 2020 and Cheikh Daff in January 2021 as Director of Human Resources.

# Public-private partnerships of VINCI's concessions business worldwide

The public-private partnerships listed below are managed by VINCI's concessions business. In addition, a number of other public-private partnerships (mostly related to buildings) are managed by VINCI's contracting business.

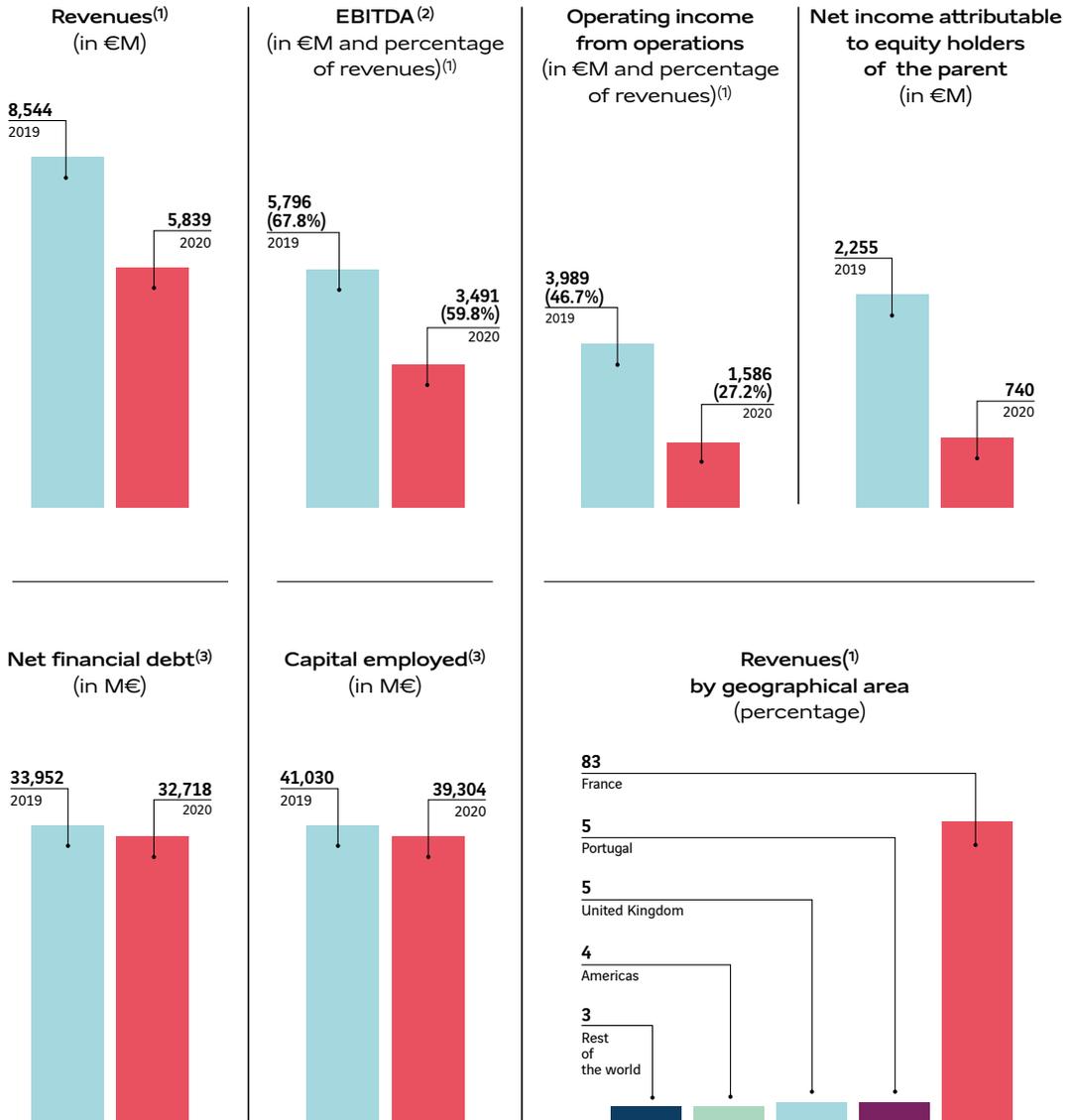
Infrastructure	Country	Stake held	End of contract	
<b>AIRPORTS</b>				
Chambéry, Clermont-Ferrand, Grenoble, Pays d'Ancenis <sup>(5)</sup>	France	100%	From 2025 to 2029	
Lyon-Bron, Lyon-Saint Exupéry	France	31%	2047	
Nantes Atlantique <sup>(6)</sup>	France	85%	2021	
Saint-Nazaire Montoir <sup>(6)</sup>	France	85%	2021	
Rennes, Dinard <sup>(5)</sup>	France	49%	2024	
Toulon Hyères	France	100%	2040	
Salvador Bahia	Brazil	100%	2047	
Phnom Penh, Siem Reap, Sihanoukville	Cambodia	70%	2040	
Santiago de Chile <sup>(4)</sup>	Chile	40%	2035	
Guanacaste	Costa Rica	45%	2030	
Orlando Sanford, Florida	United States	100%	2039	
Hollywood Burbank, California <sup>(7)</sup>	United States		2020	
Atlantic City, New Jersey <sup>(7)</sup>	United States		2021	
Macon Downtown, Georgia <sup>(7)</sup>	United States		2022	
Middle Georgia, Georgia <sup>(7)</sup>	United States		2022	
Kansai International, Osaka Itami, Kobe	Japan	40%	2060	
Lisbon, Porto, Faro, Beja, Ponta Delgada, Horta, Flores, Santa Maria, Funchal, Porto Santo	Portugal	100%	2063	
Santo Domingo (Las Américas and La Isabela), Puerto Plata, Samaná (Presidente Juan Bosch and Arroyo Barril), Barahona	Dominican Republic	100%	2030	
Belfast International	United Kingdom	100%	2993	
London Gatwick	United Kingdom	50.01%	Freehold ownership	
Belgrade	Serbia	100%	2043	
Stockholm Skavsta	Sweden	90%	Freehold ownership	
<b>HIGHWAY AND ROAD INFRASTRUCTURE</b>				
		<b>DESCRIPTION</b>		
Arcos (A355 – western Strasbourg Bypass) <sup>(1)</sup>	24 km	France	100%	2070
Arcour (A19)	101 km	France	100%	2070
ASF network (excl. Puymorens tunnel)	2,731 km	France	100%	2036
Cofiroute network (excl. A86 Duplex tunnel)	1,100 km	France	100%	2034
Escota network	471 km	France	99.5%	2032
Motorway A4	45 km	Germany	50%	2037
Motorway A5	60 km	Germany	54%	2039
Motorway A7 <sup>(1)</sup>	60 km	Germany	50%	2047
Motorway A9	47 km	Germany	50%	2031
Regina Bypass	61 km	Canada	38%	2049
Fredericton-Moncton Expressway <sup>(2)</sup>	195 km	Canada	25%	2028
Bogotá—Girardot motorway <sup>(1)</sup>	141 km <sup>(3)</sup>	Colombia	50%	2042
Athens Corinth—Patras motorway	201 km	Greece	30%	2038
Maliakos—Kleidi motorway	230 km	Greece	15%	2038

Infrastructure	Description	Country	Stake held	End of contract
Lima expressway	25 km	Peru	100%	2049
Newport bypass	10 km	United Kingdom	50%	2042
Isle of Wight road network(4)	821 km of roads and 767 km of pavements	United Kingdom	50%	2038
Hounslow road network(4)	432 km of roads and 762 km of pavements	United Kingdom	50%	2037
Moscow—Saint Petersburg highway (MSP0)	43 km (Moscow—Sheremetyevo)	Russia	50%	2040
Moscow—Saint Petersburg highway (MSP7 and 8)	138 km (Saint-Petersburg—Veliky Novgorod)	Russia	40%	2041
Expressway R1 (PR1BINA)	51 km	Slovakia	50%	2041
<b>BRIDGES AND TUNNELS</b>				
Duplex A86 tunnel	Rueil-Malmaison—Jouy-en-Josas/Versailles (11 km)	France	100%	2086
Prado-Carénage tunnel	Tunnel in Marseille (2.1 km)	France	33%	2033
Southern Prado tunnel	Tunnel in Marseille (1.9 km)	France	59%	2055
Puymorens tunnel	Tunnel in the Pyrenees (5.5 km)	France	100%	2037
Confederation bridge	Prince Edward Island—mainland	Canada	20%	2032
Ohio River Bridges – East End Crossing	Bridges and tunnel connecting Kentucky and Indiana	United States	33%	2051
Charilaos Trikoupis bridge	Peloponnese—mainland	Greece	57%	2039
Bridges on the Tagus	Two bridges in Lisbon	Portugal	41%	2030
<b>RAIL INFRASTRUCTURE</b>				
GSM-Rail	Radio communication system over 16,000 km of railway lines	France	70%	2025
SEA HSL	High-speed rail line between Tours and Bordeaux (302 km)	France	33.4%	2061
<b>STADIUMS</b>				
Bordeaux Stadium (Matmut-Atlantique)	42,000 seats	France	50%	2045
Stade de France	80,000 seats	France	67%	2025
Le Mans Stadium (MMArena)	25,000 seats	France	100%	2044
Nice Stadium (Allianz-Riviera)	36,000 seats	France	50%	2041
<b>MISC. PUBLIC FACILITIES</b>				
Automation of river dams (BAMEO)	31 dams on the Aisne and the Meuse rivers	France	50%	2043
Nice-Côte d'Azur Airport car rental centre	Building of 60,000 m <sup>2</sup>	France	100%	2040
Public street lighting in Goussainville, France		France	100%	2026
Public street lighting in Rouen, France (Lucitea)		France	100%	2027
Eborn charging points for electric vehicles	1,200 fast charging stations in southeast France	France	20%	2028
Martinique BRT	2.5 km	France	100%	2035

(1) Construction in progress. (2) Routine maintenance contract. (3) Including 65 km to be extended. (4) Renovation, routine and heavy maintenance contract. (5) Contracts for service, management or delegation of public service. (6) Termination for reasons of public interest decided on 24 October 2019, with effect from 15 December 2021. (7) Service contract.

# Financial indicators for the VINCI Group's concessions

Consolidated data for VINCI Group concessions, including VINCI Autoroutes and VINCI Stadium.



(1) Excluding concession subsidiaries' works revenue.

(2) Cash flow before taxes and cost of net debt.

(3) At December 31.

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**Illustrations :** DR

All photos of people not wearing masks were taken prior to the Covid-19 pandemic.



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