

ACTIVITY 2019-2020

POSITIVE MOBILITY

Makers



NOTE TO THE READER

This document was written and designed prior to the Covid-19 pandemic.

While the information regarding performance in 2019 remains relevant, the forecasts for 2020 as well as other forward-looking statements contained within the report do not reflect the change in circumstances that has since taken place. VINCI Airports reserves the right to subsequently publish updated versions of the report that take into account the global economic changes that occurred in the first half of 2020.

Published on our websites, each update will be explicitly labelled as such in an effort to maintain transparency.

Striving
FOR ENVIRONMENTAL
EXCELLENCE
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Connecting
PEOPLE
WITH COMMUNITIES
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Building
EFFICIENT, APPEALING
AIRPORTS MADE TO LAST
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Putting
JOY INTO THE PASSENGER
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Leading
THE WAY TO A NEW
SHOPPING EXPERIENCE
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Creating
THE AIRPORT
OF TOMORROW
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Empowering
PEOPLE
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VISION

BUILDING THE AIRPORT OF TOMORROW

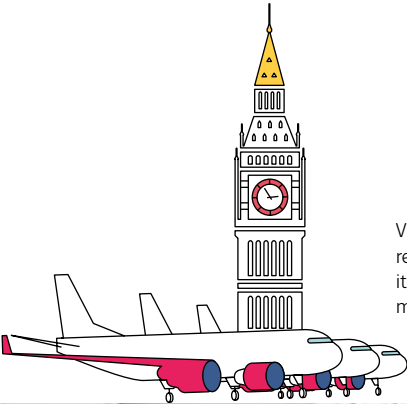


Our 2019-2020 activity report is an opportunity to (re)gain an insight into the strengths of our global airport operator model. We continue to pursue our aim of improving people's lives in regional communities, as we strongly believe that well-being and economic growth are directly linked with mobility. This is what drives us as we apply our 360° expertise to the airports in our network. We connect people and communities. We build reliable infrastructure that is made to last. We offer a safe and satisfying travel experience. We create value with products and services that meet our customers' needs. We innovate to increase operating efficiency. Most importantly, we place the environmental transition at the heart of our strategy. This is what positive, sustainable mobility looks like, made possible every day by the men and women of VINCI Airports.

**WE ARE POSITIVE
MOBILITY** *Makers*

VINCI Airports finalises the acquisition of London Gatwick

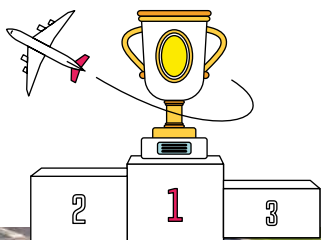
The acquisition was completed on 13 May 2019, marking Gatwick's official entry into the VINCI Airports network. A unique asset, London Gatwick ranks among the top 10 airports in Europe, handling 46,6 million passengers per year.



VINCI Airports brings extensive expertise in increasing traffic, diversifying retail and managing projects, while London Gatwick brings to the table its proven track record in operational efficiency in terminals and management, as the airport boasts one of the busiest runways in the world.







Lyon airport named Europe's best airport in 2019

ACI EUROPE awarded Lyon airport the prize in the 10-25 million annual passengers category.

It's the first time in 10 years that a French airport has taken the top prize. The award recognises the exceptional operational results Lyon has achieved since joining the VINCI Airports network in 2016. The airport has grown passenger numbers by nearly 30%, opened 52 new routes, shown substantial commitment to environmental excellence and rolled out a number of innovative services available nowhere else in the world.



Expansion and modernisation at Salvador Bahia

After taking over the concession of Salvador Bahia airport in January 2018, VINCI Airports completed an environmentally-focused upgrade of the airport in December 2019. Carried out in collaboration with VINCI Energies, the project involved an investment of €160 million and was delivered in 18 months.

Salvador Bahia airport increased its annual passenger capacity from 10 million to 15 million by building a new pier, renovating and expanding the terminal. The passenger experience reached new heights with the introduction of several new amenities and services for travellers, including free high-speed Wi-Fi, a revamped baggage handling system, decor inspired by the local culture and many dining options celebrating Brazilian cuisine.





POSITIVE MOBILITY MAKERS

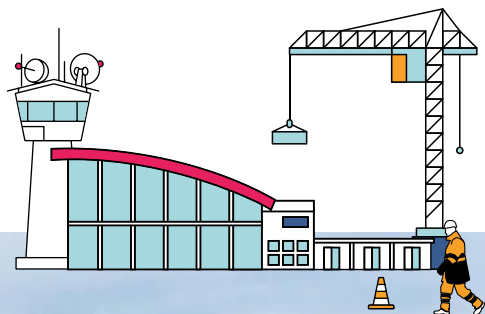


Two heads of state present for the official Belgrade airport project kick-off

After signing the concession contract in Serbia in March 2018, VINCI Airports unveiled in February 2019 an ambitious modernisation plan involving a €730 million investment to increase capacity of the capital's airport to 15 million annual passengers before the concession ends in 25 years' time.

Demonstrating the importance of air connectivity in boosting a country's influence on the world stage, French President Emmanuel Macron and his Serbian counterpart Aleksandar Vučić attended the ceremony held to mark the start of the modernisation project.







VINCI Airports boosts traffic, reaching 255 million annual passengers

The VINCI Airports network reached a historic milestone in 2019, handling an overall 255 million passengers over the course of the year, up 5.7% from 2018 on a comparable basis.

These figures reflect the growth underway throughout the network, as we reached record passenger numbers in Japan (50 million), Lisbon (over 30 million), Belgrade (6 million) and the Dominican Republic (4 million).





Kansai is getting ready for the World Expo

In late 2019, Kansai International Airport launched a project to renovate Terminal 1. The work will last five years and is designed to expand capacity for international passengers ahead of the World Expo 2025 Osaka Kansai.



Upon completion of the most extensive work carried out at the Kansai airports in 50 years, the airport will be able to accommodate over 40 million international travellers per year, offering a smoother and radically different passenger experience through the increased use of Fast Travel and creation of new relaxation areas.



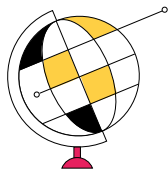
KEY FIGURES

Solid results



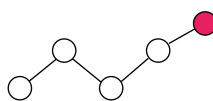
€4.9 bn

managed revenue



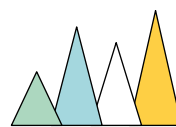
€2.6 bn

consolidated revenue



8.6%

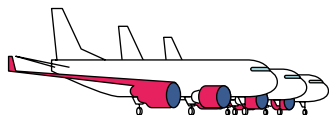
like-for-like revenue growth



€1.5 bn

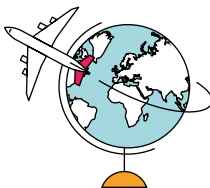
EBITDA

Operational performance and an appealing network



250

partner airlines



325

routes opened across the network



255 million

passengers

Investment and programme management



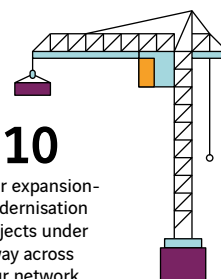
€1 bn

investment in projects in 2019



€5 bn

investment budgeted
for projects over the next five years

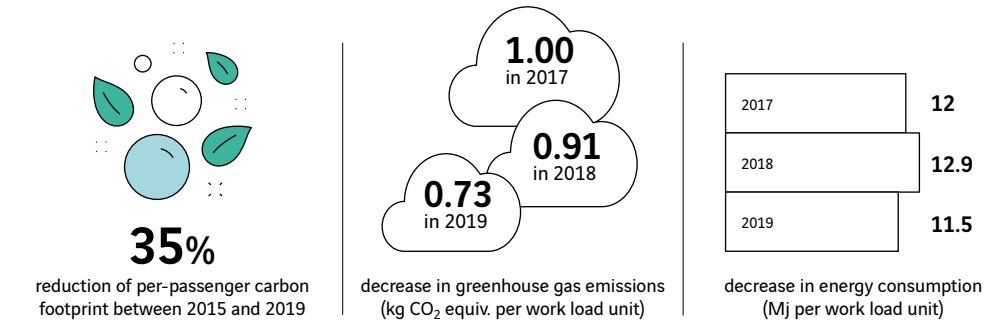


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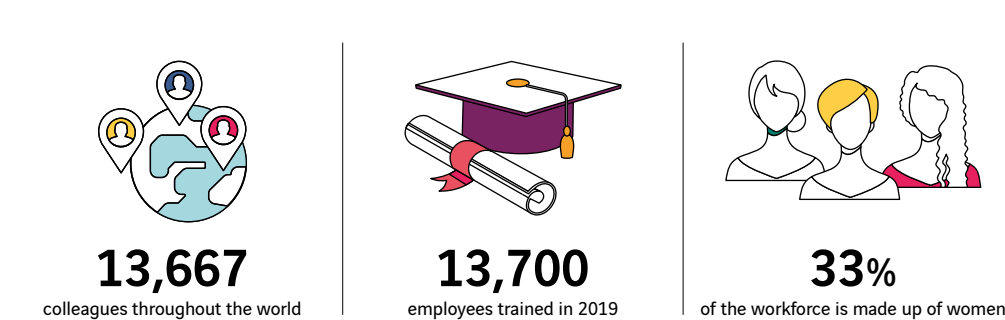
major expansion-
modernisation
projects under
way across
our network

In 2019, VINCI Airports consolidated its position as the world's number one private airport operator by drawing on the strength, efficiency and appeal of its international network. We leverage our unparalleled geographic foothold in the industry to drive sustained growth within our operations, implementing initiatives to optimise services for years to come and continually enhance the passenger experience.

Environmental performance



Responsible employment



Experience and quality of service

Skytrax World Airport Awards

Kansai International, World's Best Low-Cost Airline Terminal/World's Best Airport for Baggage Delivery

OAG on-time performance star rating

Osaka Itami, OAG top airport for on-time performance, Large Airport category

CAPA Awards

Phnom Penh, Asia-Pacific Regional/ Small Airport of the Year, under 10 million annual passengers category

ACI Airport Service Quality (ASQ) Awards

Porto, Best Airport in Europe, in the 5-15 million passengers category

Guanacaste, Latin America-Caribbean under 2 million passengers and Most Improved Airport categories

Puerto Plata, Best Airport in Latin America-Caribbean, under 2 million passengers category

ACI EUROPE Awards

Lyon airport, EUROPE Best Airport Award, 10-25 million passengers category

London Gatwick, EUROPE Accessible Airport Award

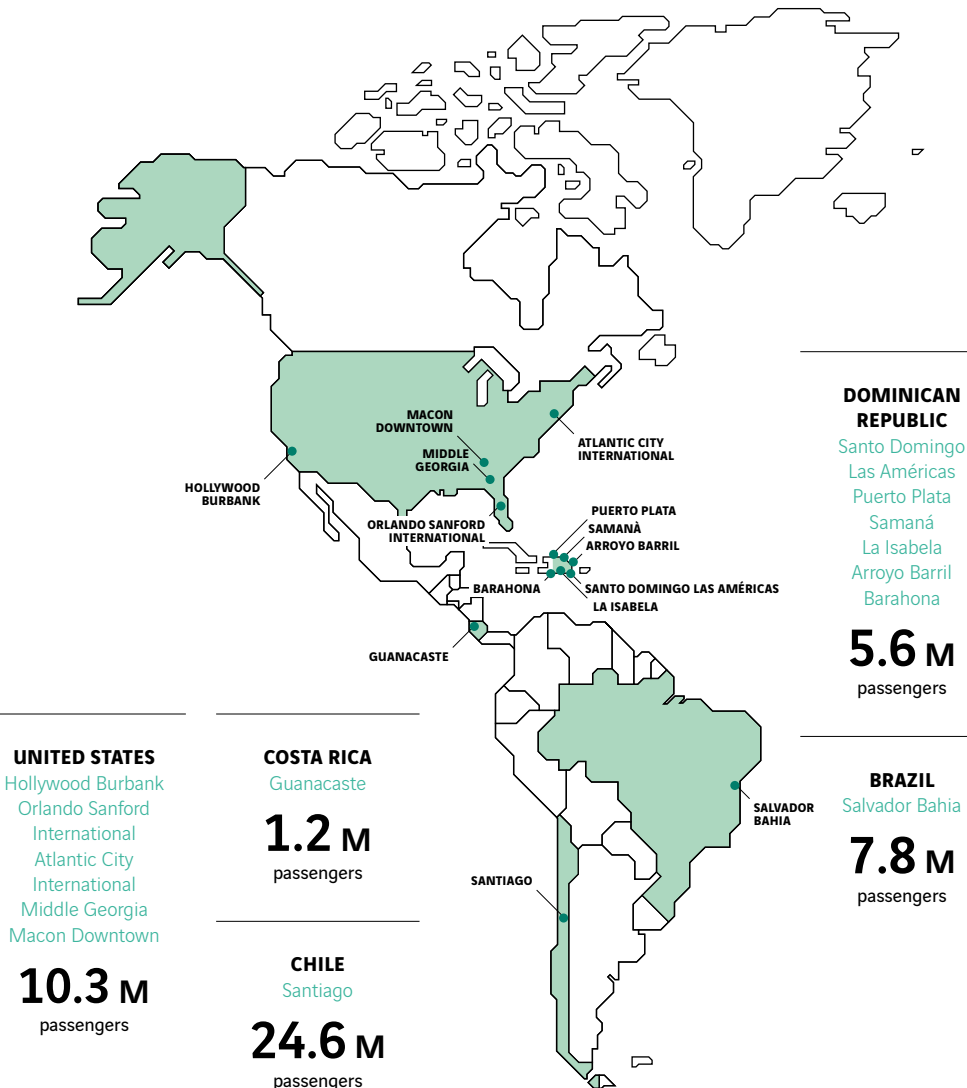
MAP OF
OUR LOCATIONS

The world's most international network

VINCI Airports is present in both developed and developing countries, with 45 aviation hubs of varying sizes and diverse customer bases spread across 12 countries, 8 capital cities and four continents. We handled 255 million passengers in 2019, 5.7% more than in 2018.

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POSITIVE MOBILITY MAKERS



PORTUGAL

Lisbon
Porto
Faro
Funchal
Ponta Delgada
Horta
Porto Santo
Santa Maria
Flores
Beja

59.1 M
passengers

UNITED KINGDOM

London Gatwick
Belfast International

52.9 M
passengers

SWEDEN

Stockholm Skavsta

2.3 M
passengers

SERBIA

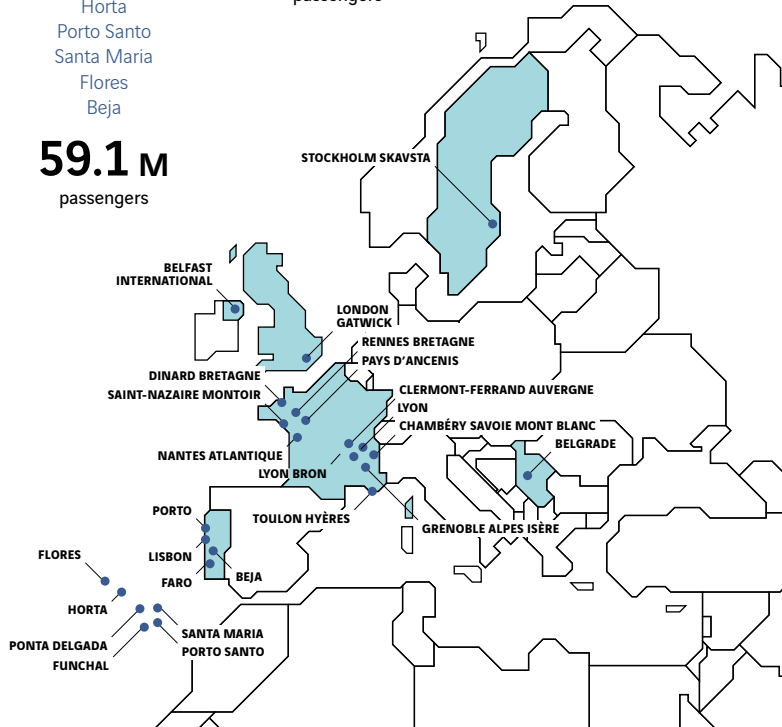
Belgrade

6.2 M
passengers

FRANCE

Lyon
Nantes Atlantique
Rennes Bretagne
Toulon Hyères
Clermont-Ferrand
Auvergne
Grenoble Alpes Isère
Chambéry
Savoie Mont Blanc
Dinard Bretagne
Saint-Nazaire Montoir
Lyon Bron
Pays d'Anenis

21.5 M
passengers



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POSITIVE MOBILITY MAKERS



JAPAN

Kansai International
Osaka Itami
Kobe

51.8 M
passengers

CAMBODIA

Phnom Penh
Siem Reap
Sihanoukville

11.6 M
passengers

A COMPREHENSIVE MODEL FOR CREATING VALUE

18

POSITIVE MOBILITY MAKERS

Working hand in hand with regional communities

A valuable airport is a true stakeholder in the region it serves.

Throughout the world, governments entrust VINCI Airports with their airport operations. Our invaluable experience in planning, financing and investing creates long-term value for regions through a shared culture of growth rooted in mutual respect, dialogue and collaboration. Because airports play a critical role in stimulating the regional economy, we work in partnership with concession grantors and local communities in order to maximise the potential of every airport. We create long-term growth by tailoring the tools we use to the specific economic, social and cultural conditions of each region.



Design and programme management

An appealing airport requires regular upgrades in order to constantly meet the demands of passengers and airlines. Investment planning therefore constitutes an essential component of airport management. Our forecasting and planning tools enable us to anticipate future challenges so we can deliver infrastructure that meets the highest standards while expanding capacity, extending the range of services offered and enhancing the passenger experience. As a company in the VINCI Group, we benefit from state-of-the-art planning and life-cycle management tools, such as Building Information Modelling (BIM) and the Airport Pavement Management System (APMS), which enable us to develop continuously evolving investment models that factor in the needs of all stakeholders so we can scale and prioritise projects to best suit those needs.



Through its global operating model, VINCI Airports is working across the board to unleash the growth potential of its airports. We do this for the long-term benefit of the regional communities in which our airports are based as well as all our stakeholders, including local governments, passengers, employees, airlines, retailers and partners.



An effective operator

A first-class airport offers flights to a wide variety of destinations while guaranteeing a positive experience for every passenger.

At VINCI Airports, airline marketing is one of the keys to our success, and our experts work with over 250 partner airlines to identify potential new routes and drive increased passenger numbers over the long term.

Non-aviation activities, such as shops and restaurants that feature local products, along with vehicle rental, parking management and the management of airport fees, are critical for the economic viability of our airports.

Our network model unlocks growth potential by working closely with our retail partners to make sure their offer is the best it can be while at the same time considering ways to reorganise passenger flows and optimise operations. By leveraging innovation and digital tools, we aim to translate commercial development into a better travel experience.

A sustainable infrastructure developer

A sustainable airport is always looking for ways to reduce, if not neutralise, the impact of its activity on the environment. VINCI Airports has placed this consideration at the heart of its approach to operations and programme management. Our airports are on a path of environmental transition, responsibly managing biodiversity and green spaces, lowering water consumption, facilitating waste sorting and recycling, reducing energy consumption and exploiting renewable energy. We work with our partners to bring the entire airport into the fold, from green aircraft taxiing systems to environmentally friendly methods of transport for moving people around the airport.





Editorial

BY NICOLAS NOTEBAERT

Chief Executive Officer of VINCI Concessions, President of VINCI Airports

“NOW THAT AIR TRAVEL IS ACCESSIBLE TO ALL, IT’S TIME TO MAKE IT GREEN”

As I see it, the most important change to take place in the last decade has been the shift in the world economy towards greater civic and environmental engagement, with rising expectations of major economic players in both the public and private sectors. Operating in 12 countries across four continents, VINCI Airports fully grasps the universal nature of this new paradigm. All our stakeholders across the network are making the same demands of us to provide tangible solutions to the problems in society, namely employment, labour market integration, equal opportunities, regional development and, of course, environmental responsibility.

Our model has long taken into account such questions. In line with the VINCI Group strategy, VINCI Airports has for several years been developing its business around both financial and non-financial performance.

Our achievements in 2019 once again demonstrated our belief that, as a mobility operator, we must continue to align our purpose with the common good. We aim to create efficient, appealing airports that meet the needs of businesses and people in tomorrow's world.

In terms of appeal and efficiency, the results we achieved last year speak for themselves. Airports across the board contributed to an increase in traffic of 5.7%. We handled a total of 255 million passengers and airlines continued to show their faith in us, opening 325 new routes. Our appeal is in large part due to our extensive geographic coverage and the considerable diversity of our network, and the regions we serve benefit wholly from this, enjoying broader horizons and greater connectivity to the rest of the world. In that regard, the high point of the year came when we brought London Gatwick into our network along with the 50 capital cities it connects to all over the world.

Crucially, our strong performance helps us to prepare for the future and craft sustainable mobility for tomorrow's world. This is demonstrated by the major projects we completed this year, such as the renovation of Salvador Bahia airport in Brazil, in which 10% of the investment was allocated to environmental considerations, or the completion of Pier E at Santiago airport in Chile. That momentum will continue in 2020 with several other major projects under way at airports in Belgrade, Osaka, Kansai International, Toulon Hyères and Sihanoukville. Our expertise in programme management constitutes one of the great strengths of our model. VINCI Airports is the only operator in the entire industry that can invest significantly, conduct major expansion-modernisation projects and operate airports.

Our resources and expertise allow us to invest heavily in the quality of services, an area that is often overlooked in the infrastructure industry, but which actually makes up a pillar of the VINCI Airports model and represents

one of the keys to our success. We believe airports are destinations in their own right that should be dedicated to passengers. We were of course delighted when Lyon airport won the ACI's EUROPE Best Airport Award, which was the first time a French airport has received the top prize in 10 years.

In order to best serve passengers and airlines, we're paving the way for the airport activities of tomorrow. Our new centres of excellence for Innovation at the airports of Lyon, Lisbon and London Gatwick are places where we trial and implement new ideas. When successful, we deploy them in other airports in accordance with their specific needs. This process of adapting solutions to new environments is possible only in a network. New projects flourish within this rich landscape: for example, the robotic valet parking system already in service at Lyon airport and soon to be rolled out at London Gatwick, or the biometrics that allow for free-flow journeys throughout the airport.

"Three of our airports are already carbon neutral. Taking advantage of our network dynamic, we can make greater strides towards carbon neutrality across all of our airports."



Furthermore, our innovations help to drive the environmental transition. For example, the SunMind project, an intrapreneurial start-up incubated by VINCI Airports and VINCI Concessions, presents enormous potential for harnessing solar energy to become more self-sufficient.

This brings us to the central focus of the next decade. Tomorrow's airport will above all be environmentally sound. We are on the path towards net zero emissions, having already reduced the carbon footprint of our network per work load unit by 35% overall between 2015 and 2019. We have now set our sights on achieving a 50% reduction in gross emissions. It's an ambitious target, but we are confident we can make it happen by 2030. Three of our airports are already carbon neutral. Taking advantage of our network dynamic, we can make greater strides towards neutrality across all of our airports.

In order to do so, we have to keep searching for new ideas. For example, in London and Lisbon we are committed to expanding operations while remaining lean, finding solutions to increase capacity by better exploiting existing infrastructure. We have another effective tool at our disposal during this transition stage, and that's environmental fees to encourage sustainable behaviour. In Lyon, Nantes and London Gatwick we already charge a fee based on aircraft noise levels. We will now ask regulating authorities to implement sliding scale airport fees depending on aircraft carbon emissions as a way to support airlines through the environmental transition.

If you want to go far, you have to look and think ahead. This is what we do at VINCI Airports. Fifty years ago, the first Boeing 747 took off from New York on its way to London. Carrying 350 passengers, it was the largest plane in the world and a new era had begun, one in which air travel became accessible to everyone. We are now entering a new decade, a decade of environmental transition. It's up to the men and women at VINCI Airports as well as all our partners to build the future of air travel by carrying out its environmental transformation. That way, aviation can continue to connect people across continents, cultures and communities.

"Aviation connects people across continents, cultures and communities."



1. NICOLAS NOTEBAERT
Chief Executive Officer
of VINCI Concessions,
President of
VINCI Airports

2. ERIC DELOBEL
Chief Technical Officer

3. BENOÎT TROCHU
Development Director

4. CHEIKH DAFF
Chief Human Resources
and Sustainable
Development Officer

5. ANNE LE BOUR
Director
of Communication
and Innovation

**6. RÉMI MAUMON
DE LONGEVILLE**
Chief Financial Officer

**7. VALÉRIE
VESQUE-JEANCARD**
Area Director
for France and America

**8. EMMANUEL
MENANTEAU**
Area Director
for Northern
and Eastern Europe
and South-East Asia

**9. PIERRE-HUGUES
SCHMIT**
Chief Commercial
and Operations Officer

**10. THIERRY
LIGONNIÈRE**
Area Director
for Portugal and Brazil

Governance

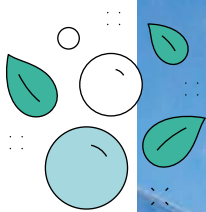
VINCI Airports' control tower

The VINCI Airports Management Committee is made up of 10 members who work together to develop a dynamic and effective airport network.

VINCI Airports operates within the VINCI Group, a global player in concessions and contracting. It is one of the three subsidiaries of VINCI Concessions, Europe's leading developer of mobility infrastructure concessions that helps its clients design, finance, manage and operate airports, motorways and railway projects. The Management Committee aims to promote synergies to disseminate the Group's culture throughout the world and pursue internationalisation in support of its growth.

— Striving

for environmental excellence





VINCI Airports has been an environmental forerunner in the industry since 2015, when it became the first airport operator to adopt an integrated environmental policy, **AirPact**, binding the entire network, spanning 12 countries, to the same standards. Stepping up to the call of the green transition across its network, VINCI Airports has reduced its carbon footprint per work load unit⁽¹⁾ by 35% over the last five years, and significantly lowered emissions from 1.11 kg CO₂ equiv. per work load unit in 2014 to 0.73 in 2019. This progress is the result of a number of tangible solutions that VINCI Airports has implemented, such as installing solar panels, replacing conventional light bulbs with LED lighting and introducing electric transport and ground support equipment in our fleets. All our airports have entered the Airport Carbon Accreditation (ACA) programme to guide their efforts. Launched in 2009

by Airports Council International (ACI), the programme provides a set of shared tools and a framework made up of **four levels of independently verified certification** to help the aviation industry cut emissions. Every airport in our network is ACA certified, and Lyon airport and London Gatwick have obtained Level 3+ certification for carbon neutrality, while Guanacaste airport in Costa Rica has been recognised as carbon neutral by the non-profit organisation EARTH University. As of 2019, VINCI Airports has set itself even more ambitious environmental objectives, aiming to eliminate waste sent to landfills, end pesticide use, halve per-passenger water consumption and halve gross carbon emissions. By 2050, we aim to achieve **net zero emissions** across our entire network.

(1) Work load unit = 1 passenger or 100 kg cargo.





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Lyon, London and Guanacaste, champions of

carbon neutrality

In May 2017, Lyon airport became the first in our network to obtain the ACA's **highest certification, Level 3+** for carbon neutrality. This impressive achievement is the result of an initiative that began in 2007 designed to both reduce energy consumption and transition to alternative energy sources. The airport became fully powered by renewable energy in 2011 and has offset residual emissions by financing low-carbon initiatives in the local community. Lyon airport has also put in place a plan to encourage the use of environmentally friendly modes of transport among employees of the various businesses operating out of the airport; meanwhile, biogas shuttles are carrying passengers between

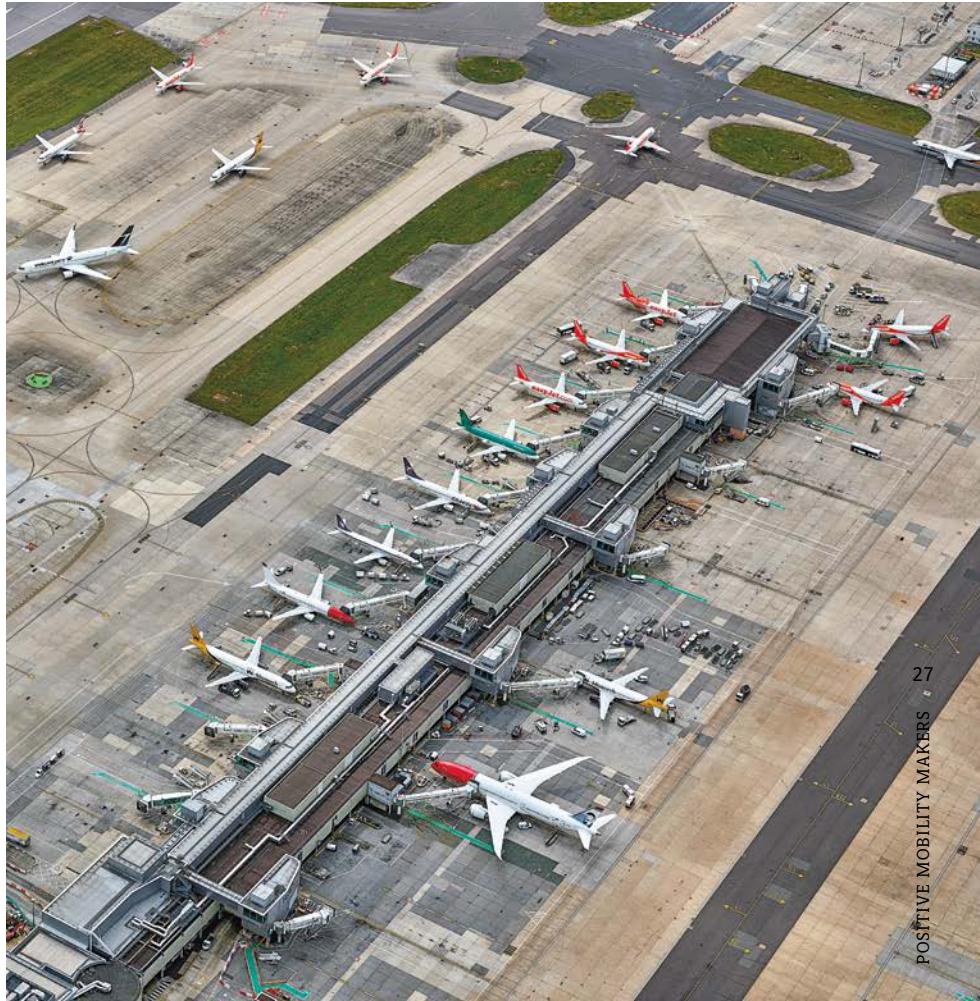
the car parks and terminals and a new tool is optimising runway operations by reducing the amount of time aircraft spend taxiing.

The VINCI Airports network gained a second ACA Level 3+ airport when it took over the concession for London Gatwick in 2019. Despite large passenger numbers, the London airport maintains this **highest level of certification** by pursuing an ambitious renewable energy policy. In addition to Lyon and London, Guanacaste in Costa Rica became the first airport in Central America to be recognised as **carbon neutral** by the non-profit organization, the EARTH University.



Guanacaste in Costa Rica is the first airport in Central America to be recognised as carbon neutral.

London Gatwick is one of the world's most advanced airports in terms of renewable energy use.



Lyon airport was the first airport in our network to achieve carbon neutrality.



RACHEL THOMPSON

Head of Sustainability
Gatwick airport, United Kingdom

"Since 2010, London Gatwick has been pursuing its ambitious sustainable development strategy, 'Decade of Change', which is very much in line with VINCI Airports' AirPact policy. The programme has helped us to grow traffic while decreasing our CO₂ emissions, so much so that we have received Level 3+ ACA certification for carbon neutrality."

IN THE SPOTLIGHT

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POSITIVE MOBILITY MAKERS



UNITED KINGDOM

London Gatwick, blazing a new trail in recycling airport and passenger waste

In line with VINCI Airports' AirPact policy, the environmental strategy at London Gatwick sets a benchmark in the European market, featuring a large onsite waste management plant to sort and recycle airport and passenger waste. In three years, London Gatwick recycled and reused over 70% of waste and now aims to reach 85% in 2020.



BRAZIL

The green gem of the VINCI Airports network, Salvador Bahia

In early 2020, the Salvador Bahia airport obtained Level 2 ACA certification, just one year after receiving Level 1. This is the result of ambitious initiatives we put in place when the airport joined our network. In the span of a few months, the airport reduced its carbon footprint by 134 tonnes. A new waste sorting centre will eliminate waste sent to landfill, a first for a Brazilian airport. Its wastewater treatment centre makes it possible to reuse 100% of wastewater on site, making the airport one of only a few to reach zero liquid discharge. Currently under construction, its 11,000-panel solar power plant will help reduce its carbon footprint by 30% over the long term.

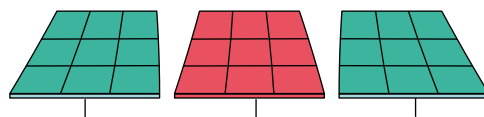




FRANCE

Positive innovations at Toulon Hyères airport

In September 2019, Toulon Hyères Airport joined the airports of Nantes, Grenoble, Chambéry and Clermont-Ferrand in receiving ISO 14001 certification for its environmental management system. Among the ambitious green initiatives introduced, Toulon Hyères uses a thermal weeder as a way to avoid using pesticides, and it is the first French airport to trial a battery-powered electric generator that powers aircraft on the ground without emitting CO₂. The airport also equipped its security checkpoints with a VivaTech award-winning compacting machine that makes recycling plastic bottles easier.



10,331 MWp:

Total capacity of photovoltaic panels installed at airports in our network to boost self-sufficiency

Airpact goals for 2030:

- 50% reduction in gross carbon emissions
- 50% reduction in water consumption
- 0 waste sent to landfill through recycling and reuse
- 0 pesticides

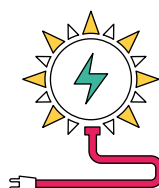


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POSITIVE MOBILITY MAKERS

69%

reuse rate of passenger waste across the VINCI Airports network



24%

of total electricity comes from solar power at our six airports in the Dominican Republic, which are equipped with solar panel installations

Connecting

people with communities

30

POSITIVE MOBILITY MAKERS





Working closely with airlines and local tourism bodies, we at VINCI Airports bring to the table our aviation marketing expertise, data-driven approach and extensive geographic network. Our goal is to **open new routes**, increase passenger numbers and develop the right solutions for our airports to achieve long-term growth. By facilitating tourism, trade and cultural exchange, every new connection we make generates economic growth and stronger appeal for the regions we serve. In 2019, we leveraged this expertise to open **325 new routes** across our network, namely 61 long-haul flights including the iconic Lisbon–Doha

operated by Qatar Airways, Porto–Dubai by Emirates, Nantes–Dakar by Volotea, Santiago–Barcelona by Iberia, Osaka–London by British Airways and Guanacaste (Costa Rica)–Amsterdam by KLM. The network dynamic of our company was decisive in our effort to open new routes and strengthen **connections between our airports**, such as Lyon–Porto operated by TAP, Grenoble–Porto by Ryanair and Salvador–Santiago by JetSmart. There's much more to come in 2020, as Qatar Airways announced two new routes from Doha to our Lyon airports in France and Siem Reap in Cambodia, while Spanish airline Wamos is preparing to start flying between Madrid and VINCI-operated Orlando Sanford in Florida.



		Partidas		Departures		
Time	Destination	Time	Destination	Time	Destination	Time
08:30		12:25	PR873	Bahia	07	11
12:10		12:40	TP1880	Lisbon	16:21	5
		14:00	PR9703	Niles, Bremen	08	10
		14:20	PR8332	Barselle	10	14
		14:35	TP2094	Medina	32:53	17
		14:55	CT21090	London, Detick	10:00	12
		15:00	TP800	Medford	16:21	32
		15:05	TP1870	Lisbon	16:21	32
		15:05	CT211006	Medina	10:00	20
		15:00	TP1832	Barselle	16:21	6
		15:05	PR8802	Medford	09:55	10
		15:10	PR7002	Palas Mallorca	08	14
		15:20	CT211134	Medi, Mallorca	10:00	10
		15:30	PR7223	Medina	07	13
		15:35	PR7005	Medi	08	10
		15:40	PR7006	Medi, Porto	16:21	21
		16:10	TP1880	Medi	16:21	5
		16:15	LM1173	Frankfurt	0-11	33



The entire world is invited to

Portugal

VINCI Airports puts in place effective, creative solutions that often enable its operations to generate levels of traffic growth that outpace the rest of the market. Our solutions can sometimes even help kick-start the economy in the regions we serve. In the wake of the 2008 financial crisis, Portugal was able to launch its economic recovery on the back of its booming internationally-connected airports. The 10 Portuguese airports that joined our network in 2013 have seen some of the **most significant rises in traffic numbers across Europe**, surging from 30 million to nearly 60 million passengers in 2019. The growth rates achieved by Porto (9.8%) and Lisbon (7.4%) make them two of the fastest developing airports in Europe. The increased openness of the

Portuguese economy to the world has attracted investment, **boosted tourism** and **stimulated the job market**, which also led to Lisbon repositioning itself as a bustling hub for innovation. The Portuguese capital's annual Web Summit, Europe's largest technology and innovation conference, is proof of this. For the fourth year in a row, VINCI Airports partnered the conference in 2019, where it announced it would create a centre of Excellence for Innovation at Lisbon airport. We are striving to amplify this upward trajectory throughout the next decade, namely by upgrading Lisbon airport and converting Montijo military air base into a civil aviation airport, representing an overall investment of €1.15 billion.



VINCI Airports
has partnered
the Web Summit
conference
in Lisbon
for four years
in a row.

Traffic at our
10 Portuguese
airports doubled
between 2013
and 2019.



POSITIVE MOBILITY MAKERS 33



FRANCISCO PITA

Commercial Director, ANA,
Portugal airports

"Each new route we open
is another string to our bow,
boosting Portugal's appeal
and economic growth.
With the construction projects
we have under way, we are
preparing today for increased
passenger numbers tomorrow."

IN THE SPOTLIGHT

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POSITIVE MOMENT MAKERS



FRANCE

New bases for easyJet and Volotea

As a testament to the long-term partnerships we have already built with over 250 airlines, two new airline bases are opening in the VINCI Airports network. In April 2019, easyJet opened its sixth base in our network with a new hub at Nantes Atlantique, with three A320 aircraft stationed at the airport as well as 40 pilots and over 70 flight attendants based in the region. In September, Spanish airline Volotea announced that in 2020 it would open its second French base at Lyon airport, seven years after opening its first in Nantes.



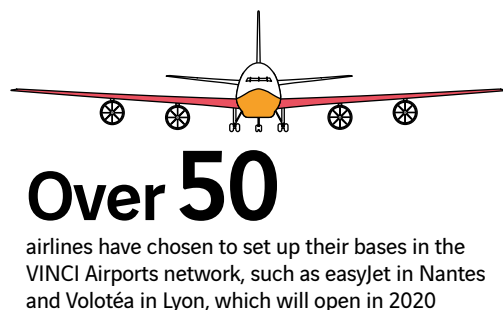
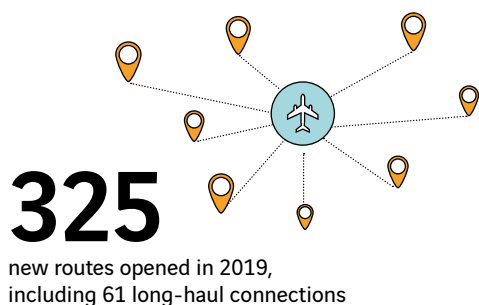
JAPAN

Showcasing Kansai

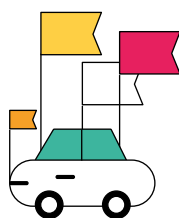
In 2019, our three Japanese airports in Osaka and Kobe grew traffic by 7.2%, reflecting an economic boom across the region as it opens up to more and more tourism and international events.

Our teams did an excellent job adapting to increased traveller numbers during the Rugby World Cup and the G20 Summit, which alone drew 30,000 participants including 37 heads of state along with their national delegations. Having completed the renovation of Osaka airport's retail area, this year we have launched a project with our partners to expand and renovate Kansai International Airport. The aim is to create an airport that is as efficient and customer friendly as possible for the World Expo 2025 Osaka Kansai.





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POSITIVE MOBILITY MAKERS

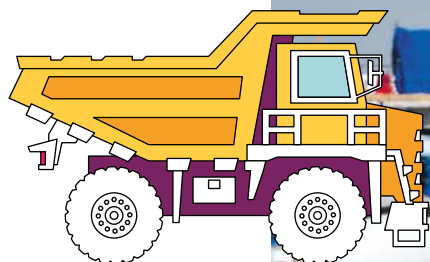


— Building

efficient, appealing airports
made to last

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POSITIVE MOBILITY MAKERS



As the only company in the industry able to integrate investment, programme management and operations, we realise the investments needed to ensure airport growth for the short, medium and long term. We are a VINCI Group company, which means our expertise extends to every aspect of a works project, no matter how complex. Along with critical synergies between our sister companies such as VINCI Construction, VINCI Energies and Eurovia, we draw on integrated engineering and planning tools.



For example, **Building Information Modelling (BIM)** takes data gathered during the construction phase to generate simulations of the infrastructure throughout its life cycle. In 2019, our approach proved effective once again as we completed major projects such as the renovation-expansion of the Salvador Bahia airport

and reached key milestones in the vast expansion of the Santiago airport in Chile. In 2020, we are pursuing this strategy with several projects that will **support traffic growth and improve the passenger experience.**

At Kansai International Airport in Japan, we are preparing to start the largest airport renovation project in the region in the past 50 years. We will also begin or ramp up work to renovate and expand the airports of Belgrade in Serbia, Toulon Hyères in France and Sihanoukville in Cambodia. Lastly, VINCI Airports continues to work closely with the Portuguese government to grow airport capacity in Lisbon by modernising Humberto Delgado Airport and converting the Montijo military air base into a civil aviation hub.





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A new age for airports in

Salvador Bahia

After taking over the concession for Salvador Bahia in January 2018, VINCI Airports completed the work to expand and modernise the airport in December 2019. The project, carried out in collaboration with VINCI Energies, was delivered in 18 months and represents an overall **investment of €160 million**.

By expanding the terminal and building a new departures pier, Salvador Bahia grew annual passenger capacity from 10 to 15 million. **Passengers can look forward to several upgrades**, including a new baggage handling system, an updated retail area and new services such as a free high-speed Wi-Fi network. The project presented a **strong environmental focus**, investing 10% of the project budget

in facilities to treat wastewater, recycle waste, optimise energy consumption and more. With eight new routes opened, including direct flights to Miami, Panama City, Salt Island and Santiago, the airport is on a steady upward trajectory with more improvements to come in the next decade, such as upgraded dining spaces and check-in areas as well as new boarding bridges, all with the same goal of **contributing to regional economic development** while respecting local culture and the environment.



The expansion of the Salvador Bahia airport terminal features a new departure lounge.

The first phase of modernisation work was completed in 18 months.



HENRIQUE BELLINI

Technical and Operations Specialist,
Salvador Bahia airport, Brazil

"We're striving for constant improvement and including passengers and airlines in the process. That's how we innovate everyday."

IN THE SPOTLIGHT

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POSITIVE MOBILITY MAKERS



FRANCE

New runways in Saint-Nazaire and Toulon Hyères

After adapting and consolidating its runway, Saint-Nazaire Montoir Airport can now accommodate the Beluga XL, Airbus's outsized cargo transport aircraft. Carried out in tandem with Eurovia, the €15 million project is helping boost the aviation industry in the Pays de la Loire region in France. In southeastern France, VINCI Airports, in collaboration with Eurovia and VINCI Energies, has begun upgrading the runways and runway lighting system at Toulon Hyères Airport. The mixed-use civil and military airport serves as a gateway for tourism in the region.



CHILE

The Chilean hub on the home stretch

Since 2016, Santiago airport in Chile has been undergoing major expansion work to double its capacity and become a stand-out South American hub. One year after the new Pier C opened, the monumental construction project reached another milestone in September 2019 with the delivery of Pier E. Through effective planning and optimised passenger and aircraft traffic flows, we were able to complete the work without interfering with operations. The programme is now entering its final phase, with the new international terminal set to be delivered in 2021.



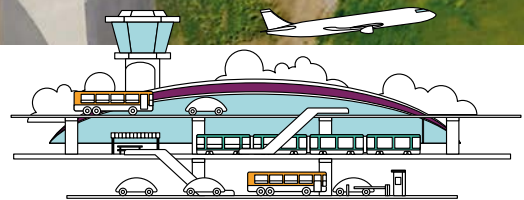


SERBIA

A hub for Eastern Europe

After becoming concession holder of Belgrade airport in March 2018, VINCI Airports continues to make progress on its plan to open new routes, improve passenger flows, promote Serbian tourism and implement its environmental policy. In tandem with VINCI Construction Grands Projets, we kicked off the airport's first construction project at the end of 2019.

With a total investment of €730 million over the next 25 years, we will carry out renovations to increase airport capacity and guarantee high quality service rivalling the best airports in the world. Our aim is to grow passenger numbers from 6 million to 15 million by 2043.

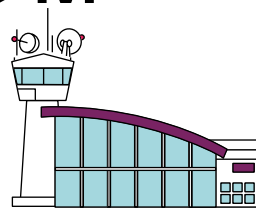


€1.15 bn

invested in expanding airport capacity in Lisbon by modernising Humberto Delgado airport and reconverting the Montijo military air base into a civil aviation hub

Over €840 M

to be invested over four years to build the new international terminal in Santiago:
300,000 m² of redevelopment
Capacity of 38 million passengers per year by the end of 2020



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POSITIVE MOBILITY MAKERS



€740 M

to be invested over the duration of the concession at Belgrade airport in Serbia

€100 M

allocated to upgrading the Phnom Penh, Siem Reap and Sihanoukville airports in Cambodia

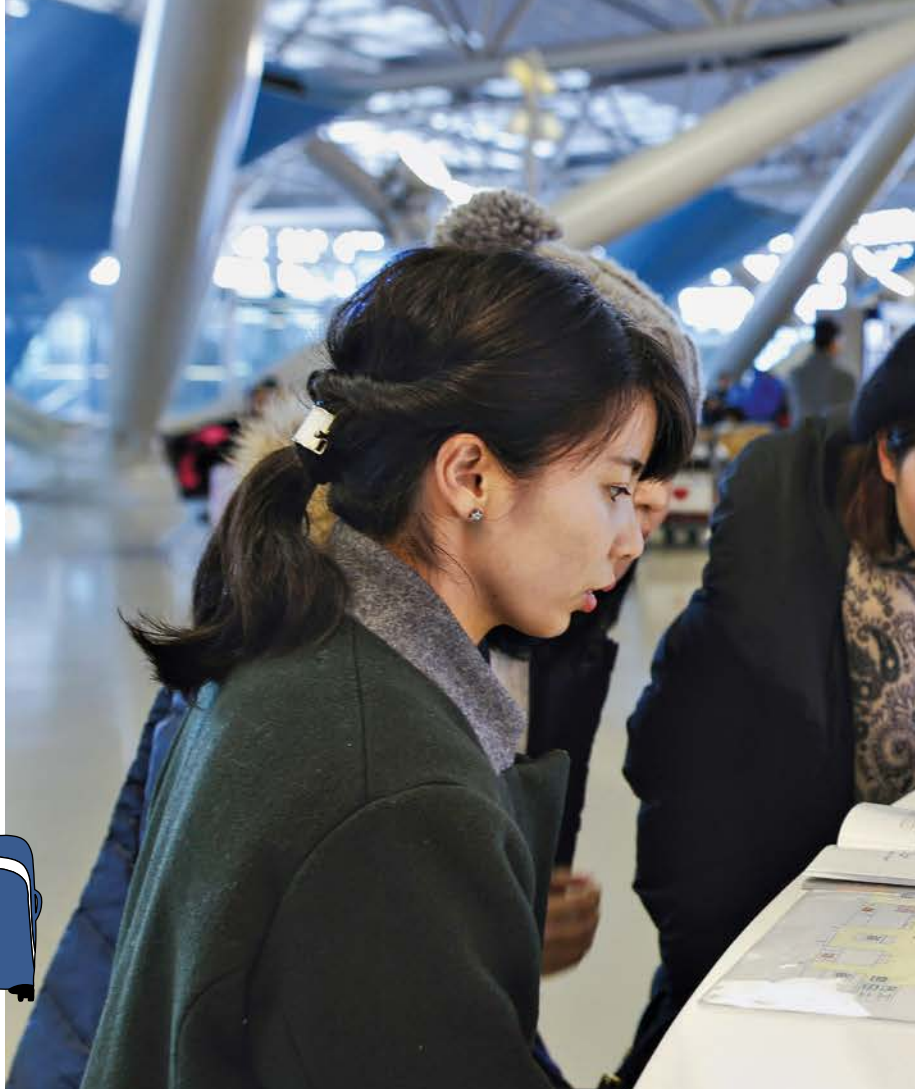


Putting

joy into the passenger
experience

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POSITIVE MOBILITY MAKERS



Satisfying our passengers is what we do at VINCI Airports. Whether its renovating infrastructure to create smoother passenger journeys, upgrading buildings to be more user-friendly, or enhancing comfort with lounges and retail spaces, all our employees live and breathe a culture of **quality service** to deliver the best customer experience possible.



By regularly monitoring the quality of our services and searching for new ideas, we remain true to our belief in continuous improvement, whether it comes to maintaining cleanliness in toilet facilities, rolling out cutting-edge digital technology, meeting and assisting passengers,

or upholding the comfort and accessibility of airport spaces. This is why our airports have won have so many prominent **international awards**. On 5 April, we expressed our continual commitment to passengers for the seventh year in a row with our annual **Smiling Day**, in which VINCI Airports employees are encouraged to get out and meet our passengers. This year's event celebrated local cultural heritage and cuisine in the 12 countries in which VINCI Airports operates.



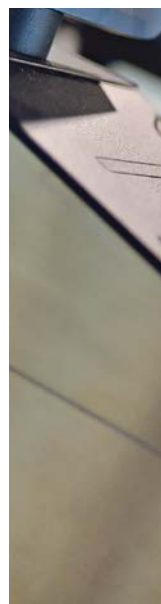


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Lyon airport flying high in Europe

Operated by VINCI Airports since 2016, Lyon airport won the ACI's 2019 EUROPE Best Airport Award in the 10 to 25 million annual passenger category. The award recognised Lyon airport's environmental excellence as a carbon neutral airport, as well as its continued commitment to the passenger experience. In three years, we have improved national and **international connectivity**, opening over 50 new routes and increasing traffic by nearly 30% with over 11 million passengers in 2019. The airport also introduced several innovations to **optimise the passenger experience**, including in particular its Market Place, a platform accessible online and via panels in the airport where passengers

can access the various services on offer (such as car park tickets, fast passes and lounge entry) and purchase a single multimodal transport ticket for air, bus, and rail travel combining offers from partners like Ouibus, Flixbus, Ouigo, the Rhônexpress and the TGV. In addition, in March 2019, Lyon airport became the first airport in the world to offer a **robotic valet parking system**, which operates across 500 parking spaces. Over 8,000 customers have already benefited from the service, giving it a 95% satisfaction rating. It will be expanded to cover 2,000 parking spaces by the summer of 2020, before it is rolled out at London Gatwick.

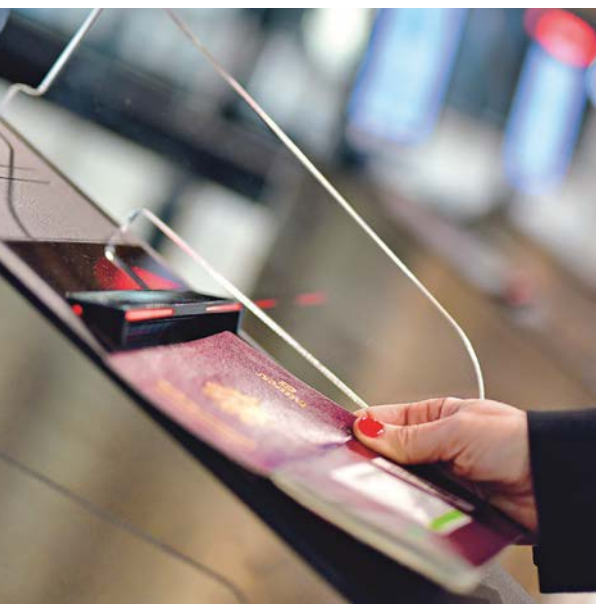


Lyon airport
received the ACI
2019 award in
recognition of
its outstanding
passenger
experience.

Traffic has
risen by 30%
in three months.



POSITIVE MOBILITY MAKERS



MARIE-LOU PADILLA

Customer Experience Operations Director,
Aéroports de Lyon, France

"Optimising the customer
experience should be our
common focus. That is why
we regularly get out in the field
to trial our solutions and get
feedback from users."

IN THE SPOTLIGHT

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POSITIVE MOBILITY MAKERS



JAPAN

Kansai still top of the pile in baggage delivery

Kansai International Airport demonstrated its operational excellence once again in 2019 when for the fifth consecutive year it earned the SkyTrax World Airport Award for best baggage delivery. The winner of this prestigious award is decided by analysing 13 million questionnaires filled out by passengers from 100 different countries.



NETWORK

Listening to what customers have to say

VINCI Airports scouted French startup Skiplly at the 2016 VINCI Startup Tour. Three years later, we are now deploying their technology internationally across our network. The company developed an IoT solution that gathers traveller feedback in real time using panels located throughout the airport. Passengers use the buttons to answer satisfaction surveys or to notify maintenance teams of issues in our facilities. After implementing the technology in Chambéry, Grenoble, Nantes and Toulon, we brought it to our Japanese and Cambodian airports in 2019.





UNITED KINGDOM

New technology set to take off in London

In August 2019, London Gatwick unveiled an ambitious five-year investment plan that demonstrates its strong commitment to a seamless, enhanced customer journey. Among the many projects in store, a robotic valet parking system that has already proven successful in Lyon will soon be rolled out at the airport. It is also investing in a new self-service baggage handling system to make the check-in process smoother and is also trialling new biometric technology for self-boarding.

70,000

delegates enjoyed exclusive service on arrival at Lisbon airport in 2019 for the Web Summit, as part of VINCI Airport's fourth year of partnership with the event



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POSITIVE MOBILITY MAKERS

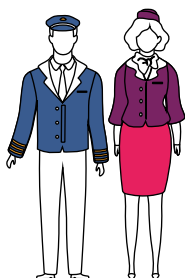
500

fans of photography and aviation took part in the 2019 edition of VINCI Airports Spotters Day, an event organised by our entire network to give an exclusive look at what goes on behind the scenes in our airports



1,400

employees took part in VINCI Airports' Smiling Day in 2019, a worldwide event to celebrate our quality of service



#1

Lyon airport **named EUROPE Best Airport in 2019** by ACI in the 10-25 million annual passengers category — the first time in 10 years a French airport has taken the top prize



Leading

the way to a new shopping
experience

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POSITIVE MOBILITY MAKERS



In large airports, non-aviation activities play a decisive role in the passenger experience. Shops, restaurants, leisure activities, hotels, parking, vehicle rental, relaxation and entertainment all contribute significantly to the economic stability of our infrastructure. That's why we strive to unlock the full potential of each one of our airports and maximise the positive impact of non-aviation activities throughout the entire structure. Not only do these businesses drive momentum within our infrastructure, they also help us improve our operational efficiency. As such, we carefully consider the role they play **in improving passenger flows** as we develop our renovation and expansion projects. Above all, non-aviation services contribute significantly to the quality of services passengers experience, making time



spent at the airport both worthwhile and enjoyable. Lastly, these services also help us translate our **"sense of place"** philosophy by showcasing the best of what's on offer in the regions we serve. We aim to put together a retail choice and a range of **cultural activities** that are unique to each airport and reflect local flavour and heritage. The non-aviation activities teams at VINCI Airports support our retail partners to maximise sales, for example by sharing airport traffic data with them. Ultimately, we are looking to position our airports as ideal locations for retailers by making a powerful pledge to guarantee 100% of passengers experience 100% of shops.





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Every passenger has their expectations, every store has its story

In 2019, Kansai International Airport celebrated the 25th anniversary of its opening. It was an opportunity to reflect upon the future of the airport at a time of expanding international passenger numbers and a conscious effort on the part of the region to promote tourism. With the World Expo **2025 Osaka** Kansai on the horizon, we announced a vast five-year renovation programme for Terminal 1 that will practically double annual airport capacity for international passengers to over 40 million and introduce exciting innovations to the passenger experience. New retail and relaxation spaces will be created, each with a unique atmosphere for customers to enjoy, whatever they're looking for — whether that's



tranquillity, nature or something new. Each store will also be able to tell its own story. By incorporating the principles of contemporary Japanese design throughout the airport, we will further strengthen its **distinct identity** and role as a bridge to the culture of the Kansai region, as well as Japan more generally.



The principles of modern Japanese design can be seen throughout Kansai International Airport.

The airport's shops showcase local products and the culture of the Kansai region.



KEIJI TAKANO

Executive Officer, Deputy Chief Commercial Officer,
Kansai airport, Japan

"We are preparing for greater numbers of international visitors to Kansai with customer-oriented infrastructure designed to suit their needs while maintaining our unique sense of place."

IN THE SPOTLIGHT

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POSITIVE MOBILITY MAKERS



BRAZIL

Culture is in the air

Developed in accordance with the VINCI Airports signature "sense of place" philosophy, the modernisation work undertaken in Salvador Bahia includes a new departures area offering retail and dining options that combine national and international brands with a selection of typically Brazilian and Bahian products. In a similar vein, the airport has continued to pursue its cultural events programme, such as the art exhibition "Art is in the air" organised by artist Elano Passos in February 2019.



DOMINICAN REPUBLIC

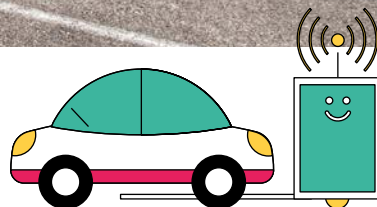
Las Américas expands its retail options

In the winter of 2019, Las Américas International Airport near the Dominican capital of Santo Domingo completed the first phase of the project to transform its passenger terminal. The second phase will be launched in the coming months to relocate security services and build new spaces for shops, restaurants and bars so passengers can enjoy a modern, comfortable space as soon as they come through security and border checks.





Over 10
prizes awarded
for service quality received
worldwide in 2019

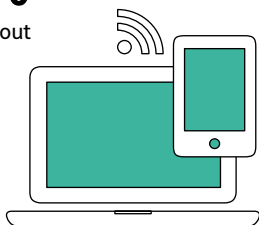


95%
of people who have used the robotic valet
parking system at Lyon airport said that they
would use the service again

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POSITIVE MOBILITY MAKERS

100%

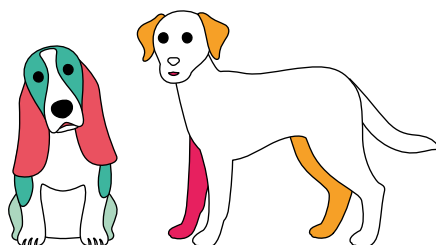
free Wi-Fi throughout
the VINCI Airports
network



1st

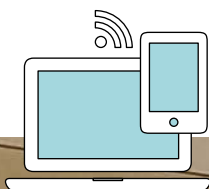
toilets for animal companions!

Osaka International Airport has become the first
airport in Japan to offer a specific toilet area for
dogs — a new service that is particularly
appreciated by passengers travelling with their
four-legged friends!



— Creating

the airport of tomorrow



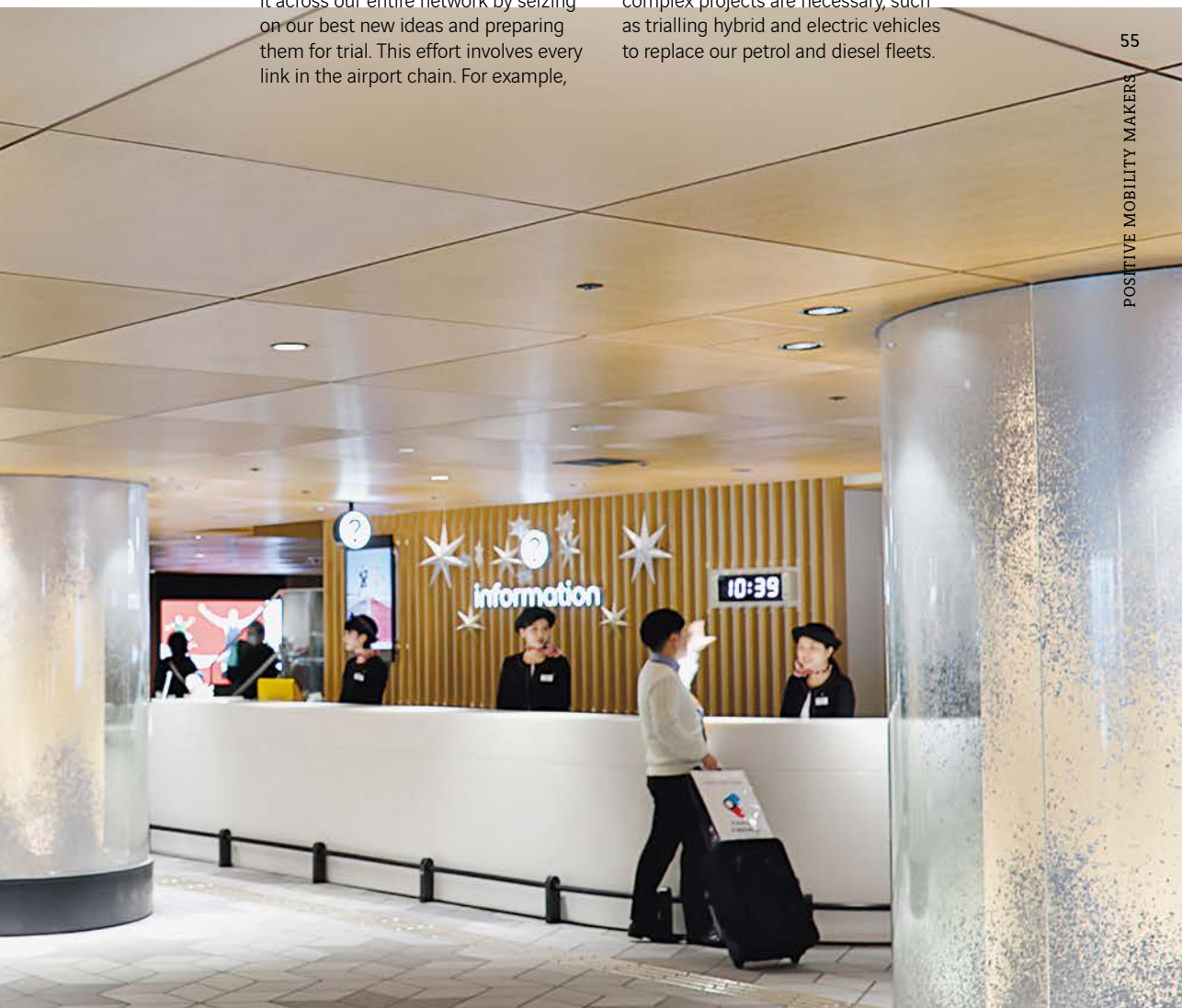
The aviation experience is as much about what happens on the ground as what happens in the air, which is why we strive to transform our airports year after year by incorporating cutting-edge technology. Investing in innovation is how VINCI Airports is preparing for tomorrow's customer experience by guaranteeing stakeholders smarter airports that are more user-friendly, enjoyable and economical. In 2019, we decided to accelerate innovation, creating **three centres of excellence** for Innovation at the airports of Lyon, London Gatwick and Lisbon. This way, we can harness creativity and develop it across our entire network by seizing on our best new ideas and preparing them for trial. This effort involves every link in the airport chain. For example,



we're looking to **artificial intelligence** to enhance operational efficiency.

At London Gatwick, we tested an algorithm analysing video footage from aircraft stands that improved punctuality. AI and digitalisation also help simplify the passenger experience, for example with ever-more chatbots deployed across our network to provide round-the-clock customer service. Finally, through innovation we can **reduce our environmental impact**.

Sometimes it's as simple as challenging our teams to come up with innovative ideas for eliminating plastic in our operations. Sometimes, more ambitious, complex projects are necessary, such as trialling hybrid and electric vehicles to replace our petrol and diesel fleets.





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POSITIVE MOBILITY MAKERS



Strengthening our bond of trust with passengers

The **Mona** Project is an innovative solution VINCI Airports developed in collaboration with VINCI Concessions to simplify the passenger experience using a mobile app, personalisation tools and biometrics. Currently, it's hard for an airport operator to come directly into contact with passengers, who are first and foremost the airlines' customers. Mona will soon allow travellers at Lyon airport to create a VINCI Airports account that will offer them a seamless experience using biometrics, particularly when boarding. The app will also help us better guide our customers and **suggest personalised products and services**. Mona is still in development, but we hope to roll out the first tests in summer 2020.



The long-term goal is to create **a new, closer bond of trust** between VINCI Airports and passengers. What's more, a recent study from the International Air Transport Association (IATA) showed that 65% of passengers are ready to use biometric data in order to enjoy seamless travel.



VINCI Airports is innovating to create a more digitalised and personalised passenger experience.

Biometrics will simplify boarding for passengers.



POSITIVE MOBILITY MAKERS



ABHI CHACKO

Head of Innovation,
London Gatwick airport, United Kingdom

"The airport of tomorrow will leverage technological progress to provide a seamless customer experience without losing sight of environmental considerations. It will be an enjoyable, connected and responsible destination in its own right."

IN THE SPOTLIGHT

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POSITIVE MOBILITY MAKERS



Applying grey matter to green initiatives

At the 2019 VivaTech conference, VINCI Airports focused its participation on environmental performance. In collaboration with VINCI Energies, we challenged startups to develop a solution for eliminating waste at security checkpoints where banned or restricted liquids have to be thrown away. The winner of the challenge was Greedy Station, a startup from southeastern France, which will design a smart waste-sorting machine that uses visual recognition technology. Passengers will be able to simply throw all their waste into a single collection point, and the machine will sort it for them.



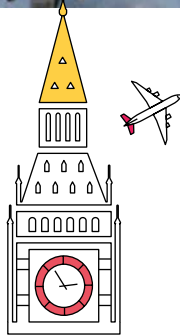
JAPAN

Rolling out powered exoskeletons

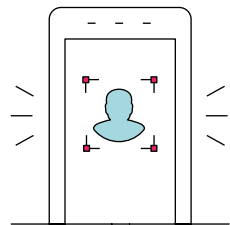
Following a trial phase that yielded very positive results, VINCI Airports' Japanese subsidiary pursued an extensive roll-out of powered exoskeletons in the international cargo area of Kansai International Airport. The purpose of this new piece of equipment is to alleviate back strain for the teams sorting cargo. As such, VINCI Airports demonstrates its continued efforts to invest in innovation to improve safety and provide the best working conditions possible.



Over 4%
improvement in punctuality
at London Gatwick after
using artificial intelligence
to analyse aircraft stands

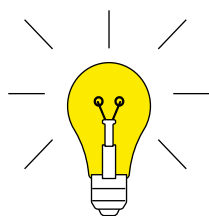
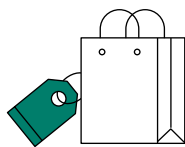


**25
seconds**
spent at automated
border checks using
facial recognition
technology



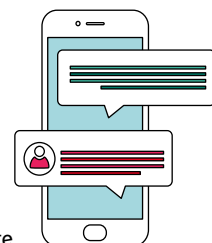
59
POSITIVE MOBILITY MAKERS

1 to 6-month
trial period for brands looking to test
their airport potential in the modular
retail space at Lyon airport



80
innovative projects
at the design, trial or
implementation stages

98%
chatbot response rate



— Empowering people

60

POSITIVE MOBILITY MAKERS





VINCI Airports draws its **strength from its people** — the rich, multi-cultural network of men and women from different backgrounds with diverse skills working in a wide variety of airport professions. In order to protect this talent, we implement a responsible human resources policy that holds the VINCI Group values of humanity and ethical conduct at its core. Above all, we prioritise the health and safety of our employees. VINCI Airports also sets itself apart through its ability to integrate local teams directly into our decentralised, **collaborative network** that spans the globe. Such an approach offers our employees fulfilling career opportunities, while our policies on promotions as well as internal and geographic mobility inspire our teams. We also provide a vast array of training opportunities through the

VINCI Airports Academy, an institution that spreads knowledge throughout the network and guarantees all of our customers the same level of excellence the world over. Furthermore, VINCI Airports proactively seeks to improve societal matters such as employment, labour market insertion and discrimination. Indeed, our remarkably diverse workforce, both at head office and at our airports, is something we are very proud of. We are also closely involved in the charitable works of the VINCI Foundation as well as the **Give Me Five** programme developed by the VINCI Group, which offers middle school children from under-privileged communities the opportunity to learn about our business activities.





Best practices

for a culture of dialogue and sharing

VINCI Airports Academy, a training institution that guarantees our standards for excellence, grows the skill level of our employees in line with the needs of the business, pooling and consolidating training ideas from across the network. The ability to **work together**, learn from each other and share best practice is what makes networks strong. Employees receive the most technical training, namely on regulatory requirements, at airport level, whereas the Academy provides a wealth of material dealing with onboarding, leadership, management, safety and the environment. In 2020, we will make the learning strategy even more network-based, co-designing innovative programmes hand in hand with our airports, in line with the business needs.

This strategy will be supported by a large-scale project aiming to deploy a new group-wide online training platform, the Learning Management System (LMS). Every employee can connect to the system and gain access to an extensive catalogue of training materials: VINCI Airports Academy's global offer, together with the user's local airport and other airports in the network, as well as the programmes offered by the VINCI Group and its other business lines. The LMS will strengthen the **VINCI Airports Academy** as an asset that makes the company stand out in tenders and is highly valued by employees, reinforcing the feeling that they are part of a larger, international whole.



We ensure the highest standards are applied in all our business lines across the entire VINCI Airports network.

The VINCI Airports Academy is an asset that is valued by all of our employees.



JAD KFOURY

VINCI Airports Academy Director

"Once the new training platform is live, we will focus on developing more innovative digital formats, for example, introducing virtual reality, interactive video or even mobile micro-learning formats that allow users to progress at their own pace and take in the material over time."

IN THE SPOTLIGHT

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POSITIVE MOBILITY MAKERS



UNITED KINGDOM

Encouraging women to enter engineering

VINCI Airports' commitment to diversity once again translated into tangible action when London Gatwick held a mother-daughter engineering day on 26 September. It was part of a joint effort between the UK government, aviation industry and education sector to get high school-children interested in science, technology, engineering and maths. The event gave participants the opportunity to change their perception of women in engineering by offering an exclusive insight into the careers on offer at the airport. Local schoolgirls and their mothers were immersed in the behind-the-scenes world of the airport to discover its many facilities and technologies.

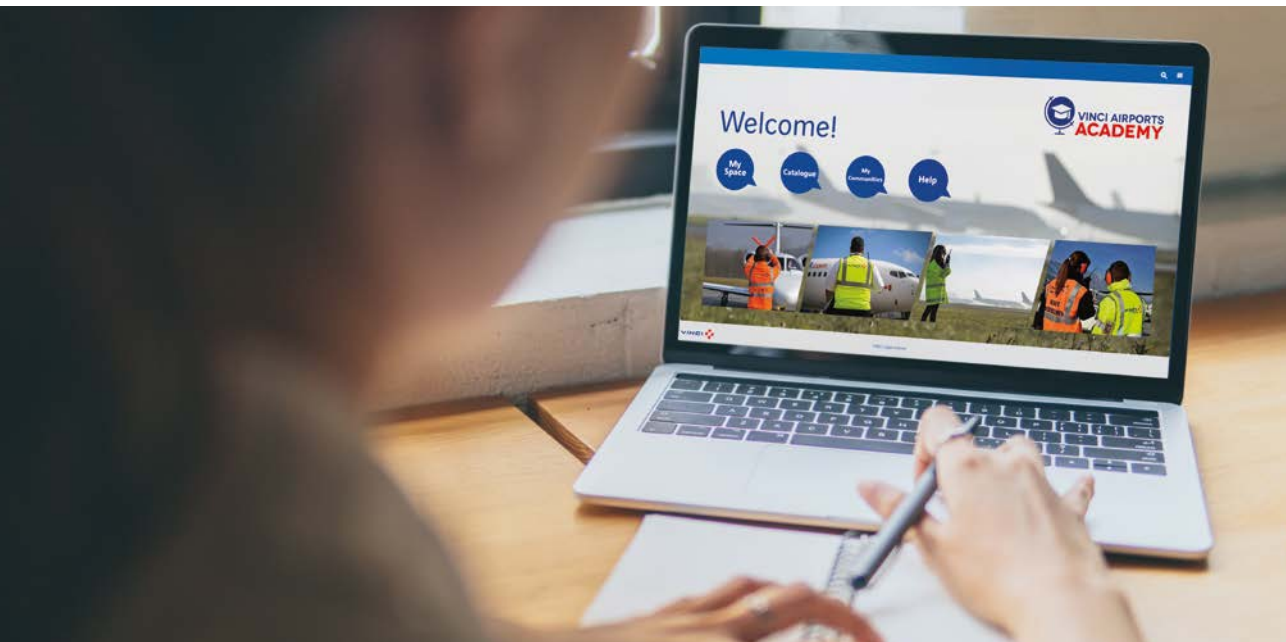


BRAZIL

Continued recognition for diversity

In 2019, for the second year in a row, Salvador Bahia airport received the Ethnic-Racial Diversity Certification, which is granted by Salvador City Council to businesses that are actively combating discrimination. This year, the airport received praise for having set up a diversity committee and developed a programme to raise awareness entitled "Racism has disguises, ignorance does not", which included workshops, a photo exhibition and an internal marketing campaign.





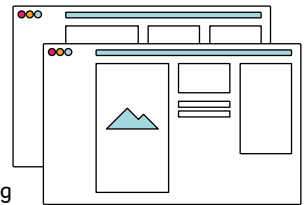
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platform
to access all
VINCI Airports
Academy training
materials



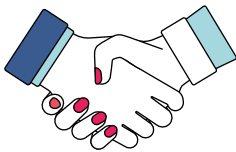
360

VINCI Airports
Academy e-learning
modules, most of
which are available
in seven languages



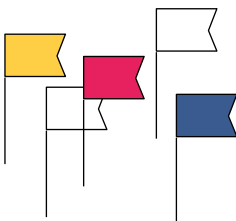
65

POSITIVE MOBILITY MAKERS



**Over
3,600**

new employees
brought into the
network in 2019 after
integrating London
Gatwick and Belgrade
airport



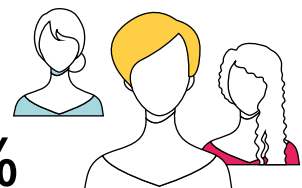
50

nationalities
represented across
our global workforce

33%

of positions held by women*

*consolidated workforce data at 31/12/2019



VINCI Airports' concessions

	VINCI Airports share (%)	2019 traffic (in thousands of passengers)	Change in 2018	End of concession
FRANCE			+8.0%	
Lyon – Lyon Bron	31	11,754	+6.4%	2047
Nantes Atlantique	85	7,227	+16.6%	2021*
Rennes Bretagne	49	852	-0.6%	2024
Toulon Hyères	100	507	-11.0%	2040
Clermont-Ferrand Auvergne	100	431	+0.1%	2026
Grenoble Alpes Isère	100	308	-13.4%	2026
Chambéry Savoie Mont Blanc	100	204	-0.2%	2029
Dinard Bretagne	49	96	-11.2%	2024
Saint-Nazaire Montoir	85	20	-6.4%	2021*
Pays d'Ancenis	100	Business aviation	-	2025
PORTUGAL			+6.9%	
Lisbon	100	31,173	+7.4%	2063
Porto	100	13,105	+9.8%	2063
Faro	100	9,009	+3.7%	2063
Madeira (Porto Santo, Funchal)	100	3,370	+0.7%	2063
The Azores (Flores, Horta, Ponta Delgada, Santa Maria)	100	2,463	+6.2%	2063
Beja	100	770	-	2063
UNITED KINGDOM			+1.0%	
London Gatwick	50.01	46,568	+1.1%	Freehold ownership
Belfast International	100	6,285	-0.0%	2993
SUEDE			+3.7%	
Stockholm Skavsta	90	2,277	+3.7%	Freehold ownership
SERBIA			+9.2%	
Belgrade	100	6,159	+9.2%	2043

* Termination for reasons of public interest decided on 24 October 2019, with effect from 15 December 2021 at the earliest.

	VINCI Airports share (%)	2019 traffic (in thousands of passengers)	Change in 2018	End of concession
UNITED STATES			+8.4%	
Hollywood Burbank International	MC**	5,908	+12.1%	2020
Orlando Sanford	100	3,288	+6.3%	2039
Atlantic City International	MC**	1,135	-2.7%	2021
Middle Georgia	MC**	Business aviation	-	2022
Macon Downtown	MC**	Business aviation	-	2022
DOMINICAN REPUBLIC			+12.2%	
Santo-Domingo (Las Américas)	100	4,515	+16.2%	2030
Puerto Plata	100	862	-4.4%	2030
Samanà (Presidente Juan Bosch, Arroyo Barril)	100	170	-4.9%	2030
La Isabela	100	84	+69.9%	2030
Barahona	100	Business aviation	-	2030
COSTA RICA			+8.8%	
Guanacaste	45	1,224	+8.8%	2030
CHILE			+5.7%	
Santiago	40	24,646	+5.7%	2035
BRAZIL			-2.9%	
Salvador Bahia	100	7,784	-2.9%	2047
JAPAN			+7.2%	
Kansai International	40	31,904	+10.2%	2060
Osaka Itami	40	16,526	+2.1%	2060
Kobe	40	3,363	+5.7%	2060
CAMBODIA			+10.2%	
Phnom Penh	70	6,029	+11.2%	2040
Siem Reap	70	3,926	-12.4%	2040
Sihanoukville	70	1,680	+158.1%	2040

** MC: Management Contract.

VINCI Concessions / Communication Department

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