

Activity Report
2021 - 2022

Act *book*

for the planet,
for people,
for prosperity,
for safety,
for innovation.

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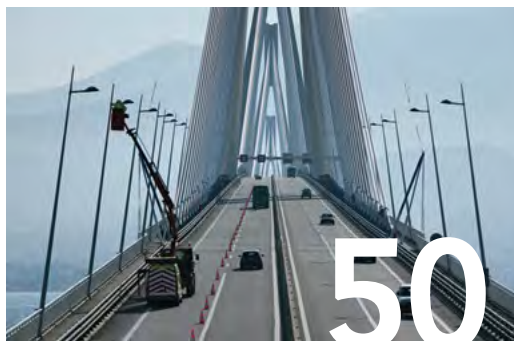
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Nicolas Notebaert

CEO of VINCI Concessions
and President of VINCI Airports

I have always believed that the goal of any company is to strive for progress, and that is the underlying principle of this platform for action that we now present to you. As a subsidiary of the VINCI Group, we deliver overall performance on the ground through tangible initiatives, everywhere and by all means possible. There is a lot we need to rebuild in order to erase the impact of the pandemic, and even more if we are to address the systemic challenge of protecting the planet while enabling society to continue developing.



“VINCI Concessions is harnessing its investment capacity and the breadth of its expertise as a concession operator to successfully bring about the environmental and energy transition.”

I am convinced that mobility is compatible with the combat for the climate. Let's be clear, there cannot be an environmental transition if that



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means people must give up on travelling freely and discovering the world, for business or leisure. That being said, we must be honest with ourselves – we face an immense challenge. One that involves taking carbon out of mobility and therefore reinventing a model that has been based on fossil fuels for almost two centuries. But that is the aim that we are pursuing at VINCI Concessions. We have set off on a legitimate trajectory for our part, having already reduced our CO₂ emissions by almost 30% since 2018 – well on our way to meeting our target of 50% by 2030. And we are stepping that up, for example by increasing solar electricity production at our infrastructure on a massive scale. We are not the only ones involved; nor are we the only ones taking action. The revolution of introducing low-carbon mobility will require an enormous collective effort involving public authorities, major corporations, travellers and all of the VINCI Group business lines. Our groundbreaking investments in the energy of the future, low-carbon hydrogen, are proof that the solutions are out there. Now more than ever, we are taking action and rolling out these solutions widely throughout our industry.



28

“People are central to our activities. We serve travellers and local inhabitants alike and remain committed to our employees, while upholding our humanist values of openness and respect for people and cultures.”

—— Our concession model enables us to

*commit
over
the long
term*

Of course, when we act for the planet, we are primarily serving its inhabitants. In my mind, that is the purpose of our businesses. Our platform for action is therefore entirely focused on people – the users of our roads, airports and railways, as well as the local communities where we carry out solidarity-based initiatives. That focus includes our employees; I know that our long-term performance depends on the diversity of the profiles and skills that we promote at all levels by opening up appealing professional opportunities all over the world, training younger generations, and combating workplace inequalities inherited from the past. This particularly applies to the increasing presence of women in our businesses, as symbolised by our now gender-balanced Management Committee.



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“Mobility is crucial for regions and their inhabitants, and will form the cornerstone of the economic recovery. Working hand in hand with our partners, we develop and enhance with one clear ambition – generating a positive impact everywhere we operate.”

Another area of utility is our economic impact. The positive mobility that VINCI Concessions champions represents the industry of the future, which will create value and opportunities. All over the world, mobility requirements are still unmet, isolating or holding back regions due to their overwhelmed transport systems. And, as demonstrated by our new concessions in France, Germany, Greece and Brazil, our business model is one of the preferred options

for regions to tackle the issue. Our model gives them the keys to sustainable prosperity: the connections that will enable companies to work, people to travel and goods to circulate. The major construction and modernisation projects that we are carrying out all over the world also generate synergies that benefit numerous local partners, as well as our sister companies in the VINCI Group. That is our mission of utility for the future; these new airports, motorways and railways represent a legacy for future generations.





“Protecting people is our number one priority in all of our businesses, everywhere we operate.”

We must ensure the safety, security and resilience of this legacy for users and staff alike; first by investing, to maintain our infrastructure at the highest operational standards, and then through an internal health and safety policy that reflects our humanist values. Year after year, we reduce the frequency and severity of accidents within our network, working towards reaching our zero accident goal. To do so, we harness the VINCI Group’s robust culture of risk management, which we implement in all of our operations – even when our standards go beyond local regulations.

50



56

“By preparing the smart and responsible mobility of the future, VINCI Concessions stands as a partner to technical and technological progress.”

Lastly, anticipation and innovation play a strategic role in our business. We are not only the first to provide a biometric assistant to guide travellers from their homes to the plane – we are also trailblazers in free-flow road management, with successful projects in Texas and California, for example. At our centres of excellence for innovation in Lisbon, Lima, London, Lyon and Bordeaux-Villongnon, we are developing solutions to decarbonise our operations, enrich the user experience and advance artificial intelligence and predictive maintenance. The new face of mobility is emerging. I am proud that VINCI Concessions is taking part by fostering and promoting ideas and new technology.

These are the major fields for action where VINCI Concessions is creating an impact every day. Despite current uncertainties, we look to the future with pragmatism and determination rather than naivety or pessimism. Our model and the values of the VINCI Group show us the way, and the useful, low-carbon mobility that we strive for remains, more than ever, an opportunity to drive progress and peace for humanity.



Our initiatives in 2021

A new free-flow back-office platform for motorways in North Texas

In the US, VINCI Highways and TollPlus brought a new system to manage free flow transactions into service for NTTA, the authority that handles motorways in North Texas. The migration was a success – 18.3 million accounts were transferred and 10 million journeys were processed in the first 24 hours.

ACT FOR INNOVATION p. 60

Airport involvement in vaccine transportation

The airports of Belgrade (Serbia) and Salvador (Brazil) began receiving their first deliveries of Covid-19 vaccines in early 2021, marking a major turning point in the fight against the pandemic.

In the following months, VINCI Airports harnessed all of the logistical capacity of its network, working closely with the health authorities and transporters to facilitate the transport of doses of the vaccine all over the world.

A new phase for the Bogotá—Girardot motorway project

The President of Colombia, Ivan Duque, attended an official ceremony on 12 February to mark work resuming on the Bogotá—Girardot motorway; Vía 40 Express (VINCI Highways) will renovate and widen seven new sections, totalling 126 km, by 2025. This critical infrastructure project will make the Colombian capital better connected and create local jobs.

ACT FOR PROSPERITY p. 43 and 48

We achieved on various fronts in 2021, accomplishing in all aspects of our strategy to serve regions through development, innovation and responsibility. Take a look back at the highlights of a year marked by the commitment of our teams to promote positive mobility all over the world.

A spotlight on women's careers

ACT FOR PEOPLE p. 34-35

Seven new Brazilian airports in the VINCI Airports network

ACT FOR PROSPERITY p. 39 and 41

ACT FOR THE PLANET p. 16

The launch of the project to modernise Osaka's international airport

ACT FOR PROSPERITY p. 47

Opening of a vaccination centre at Grenoble Alpes Isère airport

Launch of the VINCI Concessions forest carbon sink programme

ACT FOR THE PLANET p. 22-23

Construction of Portugal's first airport solar power plant

ACT FOR THE PLANET p. 20



Synerail (VINCI Railways) continues to modernise its telecommunications system, which guarantees safe rail traffic in France. Having rolled out two new sections in Normandy and Aquitaine in 2021, the GSM-Rail network now covers over 17,000 km of track.

In Portugal, Lisbon airport is innovating to enhance the passenger experience. With the GO Clean system, passengers can now use an interactive tablet to assess the cleanliness of the airport's toilet facilities. If they find any issues, an alert pops up on staff members' smartphones, ensuring optimal operational reactivity.

**ACT FOR
INNOVATION p. 61**



165 J'aime
aeroportgdmelalpes - Vol inaugural à l'aéroport
Aujourd'hui, nous avons accueilli le premier vol
Grenoble - Paris avec dynamisme pour le plus grand
plaisir des passagers et de nos équipes ! ✈️ Nous
sommes heureux de vous retrouver tout en
respectant avec soin les gestes barrières 🙌
Merci @rupa_mama_grenoble pour ces sabbés
@vinciports
Régional Airport Paris-Orly #VolInaugural
@vinciports @airfrance @airparislife 🇫🇷 @aeroportparis
15 mai 2020



163 J'aime
salvadorhahairport [alerta de gatiño: plantillas e
bichos lindos <3] Me se vick e semel, passe para
o lado com calma!
#salvadorhahairport #preservacaobiodiversidade
#Meuambiente #vinciports
Vou ver 4 comentários
10 setembro 2021 · Afficher la traduction



268 J'aime
big.aero Danasliqj ceremony povodom
predsjedanja statusa volatnih razvoja na
modernizaciji aerodroma, prisustvovali su premijeri
Srbije, Ana Brnabić, generalni direktor kompanije
VINCI Concessions i predstavnik kompanije VINCI
Airports, Nikola Hordić i generalni direktor kompanije
Belgrade Airport, Franjo Batić.
Inicijativa je inicijativa inicijativa inicijativa #vinci
#vinciports #vinciports #vinciports
#big.aero #big.aero #big.aero
7 july 2021 · Afficher la traduction



307 J'aime
Imagem em Portugal, #VINCIConcessions, a
través de @VINCIAirports, lanzó dos nuevos
proyectos de rehabilitación cerca del aeropuerto de
Faro y el aeropuerto de Porto Santo.
#VINCIConcessions está desarrollando proyectos
similares en Chile, Perú y Colombia.
#Protegiendo
20 setembro 2021 · Afficher la traduction



220 J'aime
aeroportoulonhyeres L'aéroport Toulon Hyères
accueille aujourd'hui ses passagers de la
nouvelle ligne Hyères-Paris-Orly ✈️ #d'easyJet
Envolez-vous les lundis, mercredis, vendredis et
dimanches jusqu'au 31 octobre, puis 7/7 à partir du
1er novembre.
Vou 15 7 commentaires
8 septembre 2021

Via 40 Express bolsters its humanitarian initiative

In Colombia, the Via Esperanza humanitarian initiative launched by Via 40 Express (VINCI Highways) is working with new NGO partners, such as World Vision and the Jesuit Refugee Service. Their inclusion is an opportunity to increase the impact of this relief campaign which, in two years, has already provided support to over 20,000 migrants on the Bogotá—Girardot motorway.

ACT FOR PEOPLE p. 30

Reforestation takes root in the Dominican Republic

All Aerodrom (VINCI Airports) airports teamed up with the Dominican Ministry for the Environment's *jornadas de siembra*, a campaign to grow trees and other plants. A number of employees volunteered to take part and help protect local biodiversity.

ACT FOR THE PLANET p. 22

July

Signature of the very first public-private partnership (PPP) for a federal road in Germany

Germany's public body managing the development of transport infrastructure, DEGES, awarded VINCI Concessions the PPP contract for the B247, a new federal road between the towns of Mühlhausen and Bad Langensalza in the state of Thuringia. The contract covers the construction and operation of 22 km of new road for an investment of €500 million. The project's financial closing process then took place in September.

ACT FOR PROSPERITY p. 40

Belgrade airport's first award for quality of service

As the vast modernisation project at Belgrade airport reached its halfway point, an official ceremony – attended by the Prime Minister of Serbia, Ana Brnabić – took place to celebrate the hub winning the prize for “Best quality of service” in the 5 to 15 million passenger category from Airports Council International (ACI). The airport also received its first Airport Carbon Accreditation (ACA) certification at the same time, recognising VINCI Airports' renewed commitment to its environmental ambitions.

ACT FOR PROSPERITY p. 47

The VINCI Airports concession for Annecy Mont-Blanc airport

A public service delegation signed with the Haute-Savoie department (France) awarded VINCI Airports with operations at the alpine destination for 15 years. The aim of the concession is to support the development of business and leisure aviation at the hub, benefiting from the complementary nature of the network's other airports in the region – Lyon, Chambéry, Grenoble and Clermont-Ferrand.

ACT FOR PROSPERITY p. 40

August

Salvador once more Brazil's “most sustainable airport”

The VINCI Airports hub was honoured by the Brazilian National Civil Aviation Agency for the second year running in recognition of VINCI Airports' efforts and investments to bring the airport in line with the highest standards for operations and sustainability.

ACT FOR THE PLANET p. 15

September

Two strategic areas of progress to bring about low-carbon mobility with hydrogen

On 21 September, three major French leaders – Airbus, Air Liquide and VINCI Airports – signed a partnership to develop the use of hydrogen at airports, using Lyon-Saint Exupéry as a pilot site. The initiative was then followed in October by the launch of the world's largest investment fund for clean hydrogen led by VINCI, Air Liquide and TotalEnergies.

ACT FOR THE PLANET p. 16-17



443 J'aime
limaxpresa Gracias a nuestros vehículos eléctricos podemos continuar disminuyendo nuestros emisiones de carbono y así contribuir al cuidado de nuestro medio ambiente y de nuestra calidad de vida.
#ImpactoPositivo #ConductaEfectiva
#LIMAXPRESASostenibilidad
15 noviembre 2021 · Afficher la traduction



1936 J'aime
kansaiairport
ずっとあつた！あつた！天気が見えますね。
#ANA #関西国際空港 #KansaiInternationalAirport 空港
用大型化学#消防車
#freighter #ロ-ゼンバウアー #交通 #安全安心
#L1 #rainbow #安全の橋を #kansaiairport
Voir les 4 commentaires
10 août 2021 · Afficher la traduction



741 J'aime
gatwickairport We're proud to introduce our 2021 cohort of Engineering Apprentices, Zoe, Fin, Henry, & Abi. Welcome to the Gatwick Family! 🥳
#Engineering #rotocareers #renewableaviation
#womenengineering #aviation #airports #gatwick
#gatwickairport #rotocareers #gatwickcareers
Voir les 12 commentaires
16 septembre 2021 · Afficher la traduction



169 J'aime
mazi_gelnya #GEFYSA
16 février

October

First prizes from the VINCI Environment Awards

The work of VINCI Concessions teams was rewarded at the VINCI Group's first Environment Awards, with two distinctions in the "Evolution of practices" and "Simple and Effective" categories for projects at Lisbon (Portugal) and Salvador (Brazil) airports.

November

A Ryanair base in Madeira

The Irish airline chose to set up its new base in Funchal in the archipelago of Madeira, a clear sign of the appeal and quality of VINCI Airports' network in Portugal. Two Ryanair planes will be based at Funchal, offering 10 connections and an average of 42 flights per week from spring 2022.

ACT FOR PROSPERITY p. 42

December

An environmental example in Peru

Lima Expresa (VINCI Highways) has ramped up its groundbreaking environmental initiatives, rolling out fleets of electric service vehicles, charging points for users, Green Recharge robots that enable drivers to earn toll credits by recycling plastic bottles and more. It therefore came as no surprise when the concession was awarded level 3 "Carbon Footprint Peru" certification by the Peruvian Ministry of the Environment.

ACT FOR THE PLANET p. 14, 15 and 16

A first look at 2022

Triple certification for MESEA

In early January, the VINCI Railways subsidiary received triple certification for operation and maintenance on the South Europe Atlantic HSL: ISO 9001 (quality management), ISO 14001 (environmental management) and ISO 45001 (occupational health and safety).

VINCI Airports' renewed climate ambition

VINCI Airports signed the Toulouse Declaration at the Aviation Summit on 4 February, revealing its new objective: achieving net zero scope 1 and 2 carbon emissions at its airports in the European Union by 2030 – 20 years ahead of the target set by the Paris Agreement.

Bolstered participation in the Lusoponte

In early February, VINCI Concessions and Mota-Engil subsidiary Lineas became full co-owners of the concession company for two bridges over the estuary of the Tagus River in Lisbon.

Reopening of South Terminal at London Gatwick

To meet growing passenger demand and airlines' increased flying schedules, London Gatwick airport has announced that it will reopen its South Terminal on 27 March.

A green light for the extension of the Athens Corinth—Patras motorway

VINCI Highways has announced the signature with the Greek authorities of a contract to extend the Athens Corinth—Patras motorway (Olympia Odos) by 75 km to reach the town of Pyrgos, in the western Peloponnese peninsula.

Inauguration of the new international terminal at Santiago airport

After five years of work, VINCI Airports inaugurated a new 220,000m² terminal on 26 February. This new space boasts capacity for up to 38 million passengers in line with the highest international standards for quality of service.





Act *for* the planet

“VINCI Concessions is harnessing its investment capacity and the breadth of its expertise as a concession operator to successfully bring about the environmental and energy transition.”

0

net carbon
emissions by 2050

0

waste sent to
landfill by 2030

0

pesticides
by 2025

50%

less water used
at our infrastructure per unit
of traffic by 2030

Leading

the way in environmental responsibility in our operations and beyond

For humankind, climate change is the greatest challenge that we face this century. At VINCI Concessions, that raises fundamental questions regarding the next decade for our businesses. That's why we are doing everything we can to make low-carbon mobility a reality and reduce the environmental impact of our operations. As a socially responsible company, we believe we can play a leading role in protecting two essential and complementary liberties: the right to a healthy environment and freedom to travel. Driven by this conviction and the environmental ambition of the VINCI Group, we have been investing in tangible actions for a number of years with the aim of preserving natural environments, optimising resource management by way of the circular economy, and reducing our carbon footprint in line with the pathway defined by the Paris climate agreement. Our low-carbon strategy is based on three priorities: leading the way in emission reduction through measures for energy efficiency and the use of renewables; looking beyond our own activities and helping our stakeholders (transporters, travellers and more) reduce their carbon footprint; and supporting regions in their energy transition. Like the previous year, we kept our eyes on the prize in 2021 despite the ongoing pandemic and its financial impact. That steadfastness proves our engagement and focus on boosting the resilience of our activities over the long term; the energy transition won't wait.

28%

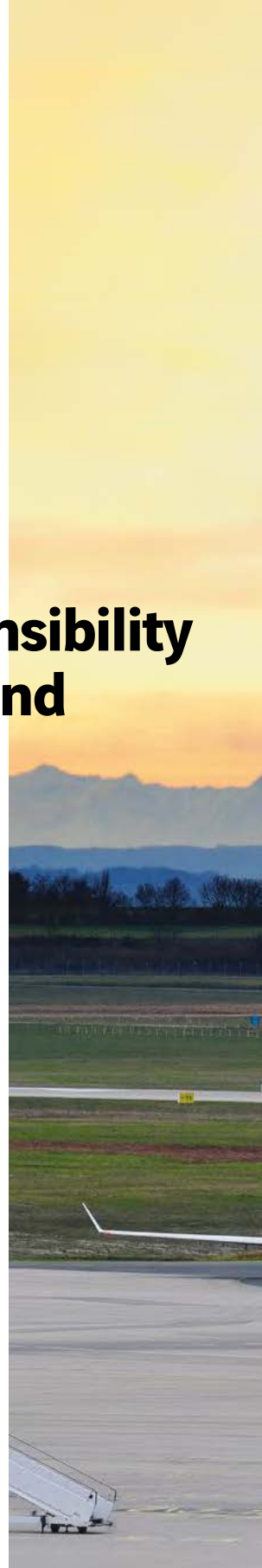
smaller carbon footprint
(scopes 1 and 2)
since 2018

36

VINCI Concessions
entities certified
ISO 14001

39

airports with ACI
Airport Carbon
Accreditation (ACA)



—— Lyon-Saint Exupéry set to become the 1st commercial airport in France with *zero net emissions* in 2026

“Lyon-Saint Exupéry has been carbon neutral since 2017, but in 2026 the airport will become our first to reach the next step: zero net emissions. That progress has been made possible by experience acquired throughout the VINCI Airports network, as well as a roadmap activating all of the tools at our disposal – infrastructure development, LED lighting, insulation and air conditioning, energy management, photovoltaic development, the conversion of our fleet of vehicles to green electricity and hydrogen, the carbon sink programme and more. Lyon-Saint Exupéry is leading the way, not only for all of our airports, but as a benchmark for air transport as a whole.”



VALÉRIE VESQUE-JEANCARD,

MANAGING DIRECTOR OF VINCI AIRPORTS (FRANCE, CHILE AND DOMINICAN REPUBLIC) AND PRESIDENT OF VINCI RAILWAYS



Going low carbon

as a mobility operator

— An initial field of action for leading the way in environmental responsibility involves drastically cutting direct and indirect greenhouse gas emissions resulting from our activities (Scopes 1 and 2). Energy management is key to this strategy, with two initiatives activated simultaneously – decreasing our consumption while reducing the carbon impact of our supply chain.

We are therefore investing in tangible solutions for greater energy efficiency at all of our infrastructure, such as the systematic use of LED lighting and the modernisation of heating and air conditioning systems. What's more, to bring down our use of fossil fuels, we are gradually electrifying our fleets of technical machinery and service vehicles everywhere we operate – including in Peru, where VINCI Highways became the country's first roadway concession operator to convert to a fully electric fleet in 2020.

In addition, we are stepping up renewable solar energy production to make it a major source of the electricity that powers our businesses. After opening a photovoltaic power plant in Jamaica, in 2021 VINCI Highways installed solar panels at the Ohio River Bridge – East End Crossing (US) that generate 110% of the annual electricity consumption needed for its operations and maintenance centre. A number of solar plants are already active in the VINCI Airports network, including in the Dominican Republic and at Salvador Bahia in Brazil. Meanwhile, in Europe, 2022 will see the delivery of new energy farms in Faro and Belgrade, as well as the launch of plants at Lyon-Saint Exupéry and Stockholm Skavsta.

1 GW_p

potential photovoltaic
capacity available across the
VINCI Concessions network

30 MW_p

of photovoltaic power
in operation

35%

of the electricity
we consume comes from
renewable sources



Reducing our CO₂ emissions by 40% *in three years*

“Between 2018 and 2021, we reduced our CO₂ emissions by around 40% by switching to an electric fleet and installing an automatic lighting system through the entire length of the Línea Amarilla tunnel. With these actions, Lima Expresa took a role at the forefront of efforts taken by public authorities to raise environmental awareness in the Peruvian capital and implement tangible solutions.”



LAURENT CAVOIS,
CEO OF LIMA EXPRESA,
PERU



Multiple projects underway to complete

our transition to clean energy

“Recognised as the most sustainable airport in Brazil for the second year running, in under four years Salvador Bahia has managed to make legitimate and tangible progress towards the net zero emissions objective that the entire VINCI Airports network aims to achieve by 2050. Our solar power plant was inaugurated last year and now runs at full capacity; its 11,000 photovoltaic panels generate 6,200 MWh, covering approximately 30% of our electricity needs. What’s more, we are still working on multiple new projects to complete our transition to clean energy.”



FREDERICO MASCARENHAS,
ENERGY FACILITIES MANAGER
AT SALVADOR AIRPORT, BRAZIL



Helping to decarbonise

the entire mobility chain

Beyond the direct impact of our operations, we also want to take action to reduce the CO₂ emissions of our users and partners, known as “Scope 3” emissions. We already provide solutions to encourage travellers and transporters to reduce their carbon footprint at our airports and motorways. In the short term, this involves switching to electric mobility everywhere we operate. In 2021, VINCI Highways therefore became the first concession company to set up charging points for electric vehicles in Peru, on the expressways managed by Lima Expresa. VINCI Airports is also stepping up its installation of these facilities, taking the number of its charging points in its airport car parks from 120 in 2020 to 213 in 2021. Meanwhile, in aviation, we initiated the very first sliding scale for airport carbon fees across all of our French airports, which is currently also being rolled out at London Gatwick. This sliding scale encourages airlines to not only renew their fleet with aircraft that generate less emissions, but also to use Sustainable Aviation Fuels (SAFs). This groundbreaking approach launched at Clermont Ferrand in 2021 with flights for Michelin Air Services, and at London Gatwick with flights for easyJet. In the long term, we are investing in the rise of low-carbon hydrogen as a fuel for aircraft. VINCI Airports teamed up with Airbus and Air Liquide in 2021 to build the future network of hydrogen airports and make Lyon-Saint Exupéry a “hydrogen hub”. In 2023, the airport will be kitted out with a hydrogen gas distribution station to power local fleets (apron buses, lorries and baggage handling machinery) before trialling liquid hydrogen infrastructure for aircraft. We aim to give VINCI Airports everything it needs to accommodate the first hydrogen plane in 2035.

80%

less CO₂ with SAFs
(compared to fossil
kerosene)

550

electric charging
stations in service
across our network

Hydrogen, driving growth

for VINCI business lines

"Investment, research and development efforts in the field of low-carbon hydrogen will benefit all of the businesses and expertise at the VINCI Group, because this energy of the future is emerging as a new frontier for the global economy. It's creating a vast field of opportunities to design, build and operate new infrastructure that produces, stores, transports and distributes energy for low-carbon mobility."



ERIC DELOBEL,
TECHNICAL DIRECTOR
OF VINCI AIRPORTS AND
HYDROGEN COORDINATOR
AT VINCI CONCESSIONS



Hydrogen aircraft, ready for *take-off in 2035!*

"It's not science fiction – all of the technological components for hydrogen aircraft already exist in other industries and some have even already taken flight in prototypes. We have work to do to enhance and adapt them in line with the demanding needs of the commercial aviation industry. But bringing these planes into service in 2035 as planned means we will also need access to fairly-priced low-carbon hydrogen at airports. That's a financial and logistical challenge that we are proud to take on today with our partner VINCI Airports."



GLENN LLEWELLYN,
VICE-PRESIDENT FOR ZERO EMISSION AIRCRAFT AT AIRBUS

An environmental sliding scale and biofuels:

a virtuous cycle to bring about low-carbon aviation

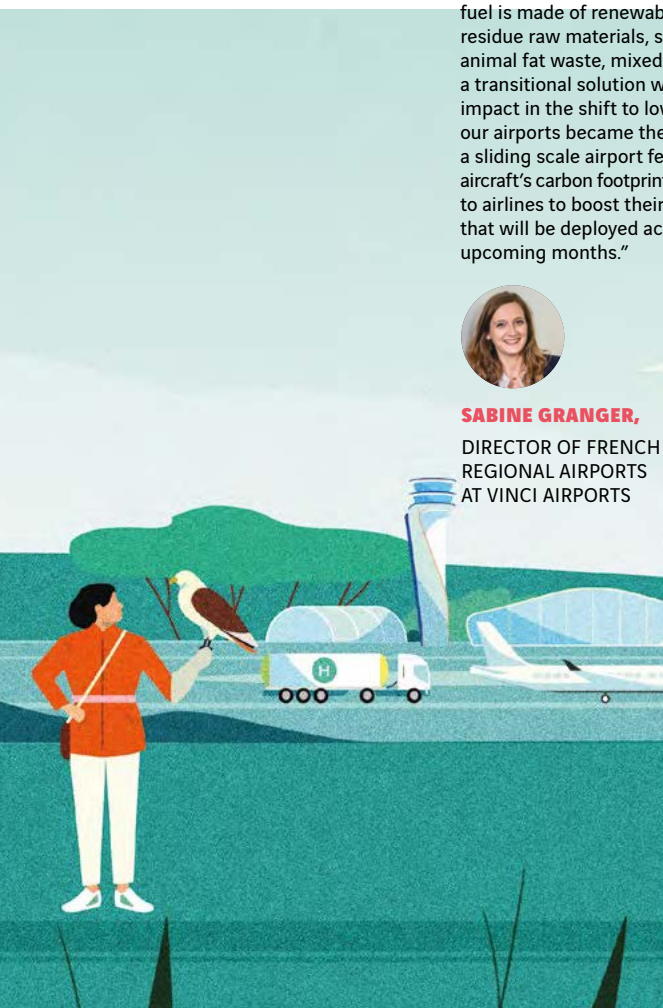
"Two VINCI Airports innovations in France and at London Gatwick strongly contributed to bringing about big changes in 2021. Firstly, we started providing airlines with Sustainable Aviation Fuels. This fuel is made of renewable and sustainable waste and residue raw materials, such as used cooking oil and animal fat waste, mixed with kerosene. It represents a transitional solution with an immediate positive impact in the shift to low-carbon air travel. Secondly, our airports became the first in the world to develop a sliding scale airport fee system in line with each aircraft's carbon footprint, giving additional encouragement to airlines to boost their use of biofuels. An initiative that will be deployed across the network in the upcoming months."



SABINE GRANGER,
DIRECTOR OF FRENCH
REGIONAL AIRPORTS
AT VINCI AIRPORTS



STEWART WINGATE,
CEO OF LONDON
GATWICK AIRPORT,
UNITED KINGDOM





Facilitating

the energy transition for regions

———— The third pillar of our low-carbon strategy involves stepping up the energy transition in the regions in which we operate. Thanks to our development of large-scale production capacity for renewable and alternative energy, we are in a unique position to go beyond “Scope 3” and provide low-carbon and carbon-free energy solutions to stakeholders that, until now, stood outside our value chain. Our ambition aims in particular to provide regions with the excess photovoltaic electricity produced by our infrastructure, either by putting it back into the general electricity grid or by directly connecting local stakeholders to our solar plants. We are developing our expertise in turnkey solar solutions, which we are both harnessing for our own infrastructure and providing to companies and local authorities. We are therefore working on a growing number of new solar projects in Portugal, Serbia and, soon, Stockholm and Lyon. Often, we carry out these projects with Sunmind, our specialist subsidiary. That same ambition is guiding our investments in low-carbon hydrogen. Our infrastructure can play a long-term and decisive role in producing, storing and distributing this energy of the future. The rise of hydrogen will therefore be a crucial tool to take carbon out of the global economy and offers promising opportunities for growth, particularly for VINCI’s business lines. And to support this growth, VINCI Concessions became one of the main investors in the world’s largest investment fund for clean hydrogen in 2021, created with other French leaders such as TotalEnergies and Air Liquide.

#1

VINCI Airports is now the leading private provider of solar electricity in the Dominican Republic

€15 billion

The endowment in the world’s largest investment fund for clean hydrogen, launched in 2021 by VINCI, TotalEnergies and Air Liquide in order to step up development



Thinking big *with solar*

"In 2022, we will bring into service an on-site photovoltaic plant that will generate 100 GWh of electricity per year. It'll be one of the largest solar farms in Sweden, spanning 100 hectares of our land and with a capacity that will far exceed the airport's needs. Designing this project was made possible by the ingenuity and creativity of teams from VINCI Airports, VINCI Concessions and VINCI Energies; we needed access to unused areas of the airport to reach the critical size required for the project. Our solar farm will produce green energy for a number of local stakeholders, starting with the public authorities in the region where the airport is located, who were already looking for the best way to reduce the carbon impact of their energy supply through a renewable and competitive source of electricity. But it is also aimed at industrial players, who will now find our property potential much more appealing!"



VICTORINE SION,
FINANCIAL DIRECTOR
AT STOCKHOLM SKAVSTA AIRPORT,
SWEDEN



Unlocking regions' photovoltaic potential

"SunMind is the result of an intrapreneurial initiative and a fully-owned subsidiary of VINCI Concessions that aims to unlock companies' and regions' solar potential by simplifying access to photovoltaics. Our 'fully-integrated' model has already proven a success; in 2021 we secured business totalling 22 MWp and we have over 200 MWp under development, including 150 MWp outside of France. We want to continue developing both in France and internationally. Our parent company VINCI Concessions is an additional asset that will help us reach our goal of international expansion."



MAXIME VARIN,
MANAGING DIRECTOR OF SUNMIND



Regenerating

forests to capture our residual emissions

500
tonnes
of CO₂

The sequestration capacity of plants in the Cantinière forest during the growth season

2,500

The number of cork oaks, carobs, evergreen oaks and juniper trees to be planted in the Tavira forest in the Algarve by the end of 2022

1,000

The number of trees to be planted on the island of Porto Santo, Madeira by 2026

VINCI Concessions is making massive investments to reduce its carbon footprint across Scopes 1, 2 and 3. Nevertheless, avoiding certain emissions is impossible, whatever the techniques and technology used. We therefore supplement our strategy with initiatives to capture atmospheric carbon and offset our entire residual impact. We have chosen to look to forests to provide carbon sinks, signing our first reforestation partnership in France in June 2021 between VINCI Airports, the French National Forests Office (ONF) and the Rhône Departmental Council. The aim is to restore, replant and maintain a 3.6-hectare plot of forest near the Lyon-Saint Exupéry and Lyon-Bron airports. As an additional advantage of this low-carbon labelled programme, VINCI Airports offers airlines flying out of these airports the opportunity to get on board with the project – helping them comply with the French Climate and Resilience bill, which requires airlines to offset emissions from domestic flights as of 1 January 2022. This approach is currently being rolled out across the rest of the VINCI Concessions network. We are also carrying out projects in Portugal, with two reforestation plans near to the airports in Faro, the Algarve, and Porto Santo in the Madeiran archipelago, as well as in Colombia along the Bogotá—Girardot motorway. We apply the same cardinal principles throughout the world – implementing locally designed projects near our infrastructure, developed in close collaboration with the authorities and local forest specialists, and open to other mobility providers keen to get on board with carbon capture solutions.





Restoring forests to make progress towards all our *environmental objectives*

“To tackle the climate emergency, we must implement and step up the pace of all initiatives able to reduce the quantity of CO₂ in the atmosphere. By developing our forest carbon sink projects near to our infrastructure, we benefit from additional induced effects as not only do we increase the amount of carbon captured, we also help to preserve the soil, water and biodiversity.”



JEFFREY MAÏ,

ENVIRONMENT AND SUSTAINABLE DEVELOPMENT DIRECTOR
AT VINCI CONCESSIONS



Building momentum

behind the circular economy throughout the world

In addition to the challenge of climate change, the world must deal with natural resources becoming increasingly scarce. That's why VINCI Concessions has chosen to link up with the circular economies put in place throughout the VINCI Group. The aim is to minimise the carbon footprint of our operations by limiting the volume of raw materials extracted and more routinely reusing and recycling materials. We integrate a growing proportion of recycled materials in all the projects we manage. This principle also guides our action during the operation phase, as we have implemented an ambitious waste management policy. Despite considerable differences in the way recycling channels are regulated across the various countries in which it operates, VINCI Concessions has set a single target for its entire network to send zero waste to landfill by 2030. To achieve this goal, we take action upstream to reduce the amount of waste we generate at source and anticipate how we can recycle it. For example, we are working with our subcontractors to eliminate single-use plastics in the shops and restaurants operating within our infrastructure. We also closely involve the public in our efforts, for example by installing waste separation bins or other more innovative initiatives, such as Lima Expressa's "Green Recharge" system, which allows people to pay their toll charges with empty bottles for recycling. Downstream, we systematically recycle and reuse our waste, even when local channels are not sufficiently developed or do not exist. This is what motivated VINCI Airports to build a number of world-beating sorting centres in Salvador in Brazil and in the Dominican Republic, and establish a partnership with a local cement manufacturer in Cambodia to reuse some of our waste.

38%

of waste reused or
recycled in 2021

**Almost
150kg**

of waste recycled through
a campaign to collect glass,
plastic and tin cans
organised in 2021 at beaches
near Guanacaste airport
(Costa Rica)

100%

of waste reused or
recycled at Salvador
airport, Brazil



Harnessing the circular economy **to bolster our social and environmental commitments**

"In Colombia, we have combined our circular economy strategy with a strong focus on social responsibility. In addition to the initiatives developed by our concession to collect and recycle waste, in particular during the construction phase, we launched a programme in collaboration with the public authorities to help former FARC fighters reintegrate into society and employment. They are able to use the uniforms no longer needed by our operational teams to make objects such as bags and pencil cases, which they can then sell in their local communities, in particular as part of campaigns to promote road safety. The positive impact of this initiative is twofold – on the environment, by recycling old uniforms, and on employment, by creating long-term jobs in the region."



FRANÇOIS-RÉGIS LE MIÈRE,
CEO OF VÍA 40 EXPRESS, COLOMBIA



Preserving

biodiversity and natural environments

As VINCI Concessions is keenly aware of the importance and fragility of natural ecosystems, it takes action to preserve them by actively protecting biodiversity and responsibly managing water consumption. Because we take greater care of the things we know and understand, we regularly draw up inventories of the wildlife living on and around our infrastructure, with support from local scientists and organisations. In accordance with the Avoid/Reduce/Offset approach, we use the knowledge acquired through this process to optimise the way we design our projects to avoid any biodiversity loss, orient the implementation of offsetting measures where necessary and shape our campaigns to raise awareness among users and school children. One such example is the partnership between VINCI Airports and the National Union of French Beekeeping (UNAF) on the “Bees – guardians of the environment” programme.

Furthermore, we aim to eliminate the use of pesticides to maintain our infrastructure by 2025. Consequently, the VINCI Airports network, as well as LISEA and MESEA (VINCI Railways) have continued trialling alternative mechanical solutions, conservation grazing, and new ways of sowing seeds to control vegetation around runways and tracks. Moreover, we aim to halve the volume of water we consume per unit of traffic between 2018 and 2030. We are therefore installing equipment throughout the network to save water and are harnessing new ways to recover rain water and reuse wastewater once it has been treated.

80%

reduction in the use of pesticides since 2018

€3 million

endowment allocated to the SEA fund to help bring about the regional transition in France

0

liquid effluent discharge at Salvador Bahia airport, Brazil



Leveraging technology to *preserve biodiversity* at LISEA

“We are very proud that the French government approved our ambitious programme of offsetting measures in 2020, which will ensure there is no net loss of biodiversity caused by the SEA HSL. Yet that is far from the end of our efforts. We will now continue along the same lines until the end of our contract, which is why we developed an innovative tool – the CompenSEA app, designed to provide State departments, researchers and organisations with data about the environment, land and cartography of the 3,800 hectares covered by our offsetting measures.”



THIERRY CHARLEMAGNE,
ENVIRONMENT DIRECTOR AT LISEA,
FRANCE



bon voyage et à bientôt
have a good journey, see you soon



Act for people

"People are central to our activities at VINCI Concessions. We serve travellers and local inhabitants alike and remain committed to our employees while upholding our humanist values of openness and respect for people and cultures."

20,000
employees

80%
local employment

50
nationalities



Building

an open and supportive world

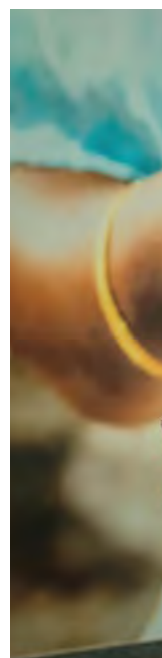
42

solidarity programmes
supported by
VINCI Concessions

4th

seal of Ethnic-Racial
Diversity awarded to
Salvador Bahia airport

At VINCI Concessions, we consider mobility to be an essential service. This belief underpins the commitment that drives us on a daily basis to empower people to travel in the simplest and most responsible manner. By creating connections between people and regions, we are helping to build an open world based on interaction and dialogue between different cultures. But while satisfying aspirations for freedom and discovery, we also undertake actions of solidarity. We work with the local communities of the regions in which we operate in order to create a positive impact for everyone. That intention forms the foundation of our initiatives to help disadvantaged communities, as well as our partnerships with Fondation VINCI pour la Cité. Solidarity knows no borders, as shown by the humanitarian aid provided to people fleeing the crisis in Venezuela along the Bogotá—Girardot motorway, food supplies provided by VINCI Airports to people in Costa Rica hit hardest by the pandemic, and emergency accommodation built near the airport in Santiago, Chile, to protect vulnerable communities. Lastly, that same focus on people can be found in our model as a responsible employer. We are going beyond our regulatory obligations by developing a company culture that celebrates diverse talents and gives everyone the tools they need to achieve professional success. The aim is to give each employee a respectful and fulfilling working environment, as well as exciting career opportunities. People – travellers, communities and employees – are central to mobility and, therefore, everything we do.



———— The future of mobility lies
in the hands of

*young
people*

"In November 2021, we hosted 14-15 year old students at our base in Villognon for two days as part of our school-business partnership strategy. The programme brought classes to the company, combining lessons linked to our activities with visits to our departments and worksites and careers discussions with our teams. It was a great experience for us as well as the young participants – sharing information is crucial to the long-term future of expertise in our areas of excellence. It's our responsibility to get younger generations interested in our professions and facilitate access for them, and give a chance to those who have not yet found their vocation. The future of mobility lies in the hands of young people!"



JEAN-BRUNO DELRUE,
PRESIDENT OF MESEA,
FRANCE



———— Diversity is
*fundamental
to mobility*

"Mobility infrastructure has a certain responsibility towards diversity due to its role enabling contact between people and the discovery of other cultures. That's why, when Salvador airport in Brazil joined the VINCI Airports network in 2018, we paved the way to an inclusive working environment. We are stepping up our training and awareness-raising training efforts to combat any misconceptions held not only by our teams and by travellers, but also by local residents and at the companies that operate at the airport. In 2021, Salvador airport was awarded the seal of Ethnic-Racial Diversity – which recognises organisations developing initiatives to combat racism and discrimination – by the Salvador City Hall for the fourth time running. These firm commitments underline the extent to which mobility, diversity and inclusion are inseparably intertwined."



JULIO RIBAS,
CEO OF SALVADOR BAHIA AIRPORT, BRAZIL

Revealing

and fostering talents all over the world

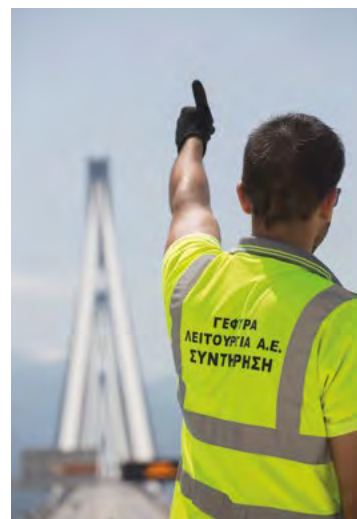
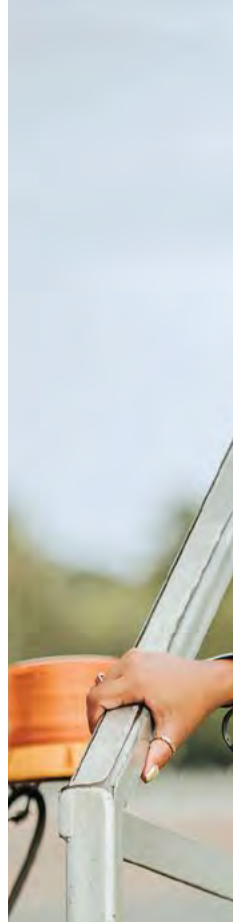
At VINCI Concessions, our employees are part of a worldwide community: the positive mobility makers. These individuals find opportunities throughout our network to express their potential, creativity and ambition to benefit the people and regions that we serve. Our company culture champions diverse profiles and experiences. We harness our decentralised yet supportive structure to reveal and foster talents all over the world, as part of an approach that goes beyond the divisions of national borders and professions. Through our strong culture of international mobility at every level of management, we work towards our aim of giving everyone opportunities for professional development. Our shared pursuit of excellence, incorporating all of the regions in which we operate, is founded on our strong and appealing employer brand. As a learning organisation, we provide access to a number of training programmes, enabling our teams to stay up to date with cutting-edge expertise and hone their skills while acquiring new ones. What's more, as a successful company, we share the fruits of our growth through Castor, the VINCI Group's international employee stock ownership plan.

26,800

hours of training
given in 2021

14

countries from our network
with access to Castor,
the VINCI group's employee
stock ownership plan





Professional opportunities

that go beyond borders

"The international and multicultural aspect is a hallmark of the VINCI Concessions model. On roads, railways and runways, but also throughout countries and from one continent to the next, very few companies are capable of creating so many pathways between different businesses and regions, opening up opportunities, for those who wish, for professional development and unique experiences."



CHEIKH DAFF,

DIRECTOR OF HUMAN RESOURCES
AT VINCI CONCESSIONS

**Proudly progressing
within a global network**

*where talent is all
that counts*

"After leading our Peruvian subsidiary Pex, part of the VINCI Highways network, I am now honoured to lead our seven new airports in the Amazon region. A new role, in a new country – it's an exciting challenge. In this area in the north of Brazil, where there is immense human potential as well as local economic, societal and environmental opportunities, we have an impact that goes far beyond the region. I am focusing on upholding our model as an engaged employer and our unique capacity to help new generations of committed and diverse leaders emerge. These individuals will be our VINCI Concessions ambassadors for positive mobility."



KAREN STROUGO,

CEO OF MANAUS AIRPORT AND
AMAZON REGION AIRPORTS



Facilitating

and celebrating women's professional fulfilment

37%

women in our workforce

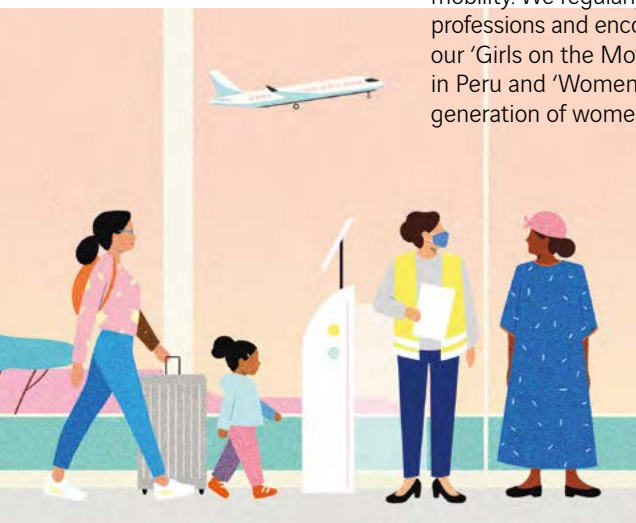
99/100

Gender Equality Index score
in 2021

300

female employees brought
together for a webinar on
8 March 2021

VINCI Concessions has chosen to boost the number of women in its teams and management at all levels of responsibility. As demonstrated by our Executive Committee, with equal numbers of men and women, and our workforce, 37% women, our commitment to equality brings greater results every year. For example, VINCI Concessions is one of the best performing companies when it comes to equal pay. We support women in their careers in all of the countries in which we operate, while making sure to offer them opportunities for progression in line with their individual talent and professional aspirations. But we want to go even further, for example by encouraging our partners to adopt the same approach when we work together on collaborative projects. Constantly looking to the future, we are also taking action to open up more training programmes for excellence to women working in mobility. We regularly work with schools and universities to promote our professions and encourage women and girls to join – for example through our 'Girls on the Move' initiative in Colombia, 'Girls in Tech & Science' in Peru and 'Women into STEM' at London Gatwick. Tomorrow's generation of women in management is preparing today.





Mentoring as a springboard for our future women managers

"The challenge is not only drawing more young women to our operational activities but also ensuring that, afterwards, as employees, they benefit from all of the guidance they need to make progress, as well as opportunities to rise to leadership positions. That's why we set up Ellevate, VINCI Concessions' mentorship programme, which pairs the members of our management committee with high-potential female talents to help them on their way to future executive roles."



FLORE DECHARNIA,

HR MANAGER
AT VINCI AIRPORTS







Act for prosperity

“Mobility is crucial for regions and their inhabitants, and will form the cornerstone of the economic recovery. Working hand in hand with our partners, we expand and enhance with one driving ambition – generating a positive impact everywhere we operate.”

10

airports and motorways
added to the network

9

major projects
under construction or
recently delivered

300

partner airlines to
keep regions connected

Supporting

the rise of positive mobility all over the world

— In 2021, despite the ongoing global health crisis, VINCI Concessions continued to develop. In a sign of strong recognition of the effort put in by our teams, we expanded our operations in five countries: France, Germany, Greece, Brazil and the US. We retained the trust of our concession grantors, who felt the tangible benefits of our business model. All over the world, we demonstrated our understanding of long-term challenges, particularly environmental, as well as our investment capacity. Our financial expertise was also on show in 2021, with VINCI Highways' launch of our first green bonds in the US, providing an additional gauge of trust from investors in public-private partnerships for infrastructure. Our positive impact was also reflected over the year in the progress of our major construction and modernisation projects, with new milestones reached in France, Serbia, Japan, the Czech Republic, Germany, Colombia, Chile and Peru.

By maintaining long-term investments in transport infrastructure, national and local levels of government are showing just how crucial mobility will be for the economy of the future. VINCI Concessions is helping them achieve the environmental transition and strengthen the foundations of their future prosperity.



3

new airline bases at
our airports: easyJet
at Faro, Ryanair at
Madeira and BA
at London Gatwick





The *successful* adaptation of our financial model

"VINCI Concessions has managed to maintain the financial stability of its concessions during the pandemic through a €2 billion cost-cutting plan during the pandemic. Our efforts contributed to the trust placed in us by our partners – as proven by the success of our bond issues at London Gatwick Airport, investment from the Japanese authorities in our modernisation work at Kansai International Airport, and the refinancing of the East End Crossing concession purely through green bonds."



OLIVIER MATHIEU,
EXECUTIVE VICE PRESIDENT
OF VINCI CONCESSIONS

Private investment essential for *sustainable development* in Brazil

"Seeing groups like VINCI invest in Brazil is really important. We are a fast-developing nation, with a major programme to attract private capital from all over the world to develop our mobility, energy and communications infrastructure. But we are making sure that these projects are carried out using sustainable development practices and that they are socially responsible and environmentally friendly. That's what VINCI Airports has done in Salvador, and we now expect the same approach in a region that matters to all Brazilians: the Amazon."

MARTHA SEILLIER,

SPECIAL SECRETARY OF THE INVESTMENT
PARTNERSHIP PROGRAM AT BRAZIL'S MINISTRY
OF THE ECONOMY



Contributing

to economic and environmental progress



Preparing for the future through an investment plan at Annecy Savoie Mont-Blanc airport

The year 2022 began with our recovery of the concession for operations at Annecy Savoie Mont-Blanc. We will leverage the synergy of our alpine network to enhance the airport's offering and boost the quality of service for both business and leisure aviation. Through our investment plan, its runway will be renovated, business terminal redeveloped and environmental transition accelerated – with thermal renovation, LED installation, an electric vehicle rollout and the provision of charging points..

€10 million

investment plan for Annecy airport, cofunded with the Haute-Savoie department



100%

of concrete recycled in the project to build the future B247 federal road



Germany

Signing the very first PPP for a federal road

In July 2021, VINCI Concessions won a 30 year contract to build and operate the future B247 federal road between Mühlhausen and Bad Langensalza. It will ease traffic flows in the northeast of Thuringia, improve safety and enhance quality of life for local residents in the urban areas around the current road. The work will be carried out with Eurovia Deutschland and VINCI Construction Terrassement with a robust environmental aspect, recycling and reusing up to 30% of the asphalt and 100% of the concrete from the existing road. With its fifth PPP in Germany, VINCI Concessions has bolstered its leading position in German road concessions.



Greece

Facilitating trade in the Peloponnese

Greek authorities have awarded the project to extend the Athens—Patras motorway by 75 km to reach the town of Pyrgos, in the western Peloponnese, to our Olympia Odos concession. By reinforcing connections to ports and facilitating access to the historical site of Olympia, extending this road will help develop the local economy and tourism. Work is set to begin in 2022.



United States

Renewed trust at Atlanta airport

VINCI Airports' management contract covering part of the international terminal at Atlanta, the world's busiest airport, has been renewed – strong acknowledgment of the quality of our operations. The new agreement was signed for a period of five years, with the possibility of a four year extension.



Brazil

Airports in the Amazon: new environmental momentum for essential regional mobility

Our excellent results at Salvador Bahia, named Brazil's most sustainable airport by the Brazilian National Civil Aviation Agency, convinced the authorities to award us the concession to Manaus airport along with six other destinations in the northwest of the country. This region combines all of the challenges that we aim to tackle through our positive mobility approach; it is an immense and isolated area enjoying strong economic and population growth, located in the heart of the world's greatest biodiversity hotspot. Manaus is the region's economic capital, and a vital asset for local development and employment – its airport is also Brazil's third busiest for air cargo transport. In taking over the operation of these airports, we bear an important responsibility to people and the environment. Support from the VINCI Airports network and the experience acquired at Salvador will enable our Brazilian teams to upgrade this infrastructure and successfully manage its environmental transition.

30 years

the length of VINCI Airports' concession in the Amazon region

7

the number of airports included in the concession:

Manaus
Porto Velho
Rio Branco
Boa Vista
Cruzeiro do Sul
Tabatinga
Tefé



Ensuring

regional connectivity

As travel and traffic conditions improve, teams from VINCI Concessions are working hard to make sure connections may resume. We are supporting the recovery by air, road and rail through continuous dialogue with the authorities, in line with our role as a driver of change that benefits travellers.

While VINCI Highways and VINCI Railways enjoyed traffic comparable to pre-pandemic levels in late 2021, the situation also improved in the VINCI Airports network, partially thanks to momentum in domestic flights. Every time travel restrictions lifted, demand for mobility bounced back significantly – a positive sign that demonstrated the strong anticipation for travel to make a comeback, and people's desire to once more go out and discover the world.

Our initiatives to promote modern and effective mobility are supporting the recovery, convincing airlines to choose destinations in our network for their new European bases: easyJet in Faro, Ryanair in Madeira and, at London Gatwick, Vueling and Euroflyer, the new subsidiary of British Airways. Gatwick has even opened new long-haul flights – to Bangkok with Scoot, providing the only low-cost connection between the British and Thai capitals, and to JFK in New York with JetBlue. Similar momentum is taking off in France, with new easyJet routes between Rennes and Toulouse, and between not only Toulon-Hyères and Nantes, but also Brest and Orly, both with Transavia. Meanwhile, in Asia, Phnom Penh airport in Cambodia has seen a robust recovery with the reopening of major connections to Bangkok, Singapore, Kuala Lumpur and Manila. And in the Americas, air traffic is also making its way back to pre-pandemic levels.



Contributing to prosperity and *growth*

“Our Portuguese airports are fully prepared for travel and tourism to resume at a large scale. In this period of revival, our role as a creator of value for regions is even more important; we are committed to rebuilding air travel, which is crucial for the country’s economy and its international reach. Figures for the fourth quarter of 2021 have given us reason to be optimistic – traffic was back at 73% of its 2019 levels during the same period, i.e. three times greater than in the fourth quarter of 2020.”



THIERRY LIGONNIÈRE,
AREA DIRECTOR OF VINCI AIRPORTS
FOR PORTUGAL AND BRAZIL



Upholding our work

and maintenance promises on our road networks

“As travel restrictions began to ease all over the world, our motorways were immediately ready for travellers to get back on the road. We had actively prepared for their return by maintaining maximum maintenance across our network throughout the crisis and pursuing our projects on strategic regional routes. For example, in 2021 we resumed work on one of Colombia’s largest ongoing infrastructure projects, the Vía 40 Express between Bogotá and Girardot.”



GUILLAUME DUBOIS,
TECHNICAL AND
OPERATIONS DIRECTOR
OF VINCI HIGHWAYS

Rolling out

the right mobility solutions for each region

Revealing and unlocking a region's full potential means working with all stakeholders to collectively create a mobility strategy. At VINCI Concessions, one of our hallmarks is listening to and working with not only governments, local authorities and regulators, but also chambers of commerce and industry, tourism offices, airlines and everyone else involved in mobility.

We aim to analyse each region's particular needs and implement the right solutions. That sometimes means boosting capacity for passengers and goods, which is what we did by building the new international terminal at Santiago de Chile airport. Elsewhere, we aim to ease congestion in high-traffic areas, as with the Bogotá—Girardot motorway in Colombia, or redesign access to certain cities, as with the Schloesing slip road of the Prado tunnel in Marseille. In other regions, modernising infrastructure is our priority, like the A7-2 motorway in Germany and Kansai International Airport in Japan. As demonstrated by the return of Portuguese airports to VINCI Concessions, or our ongoing creation of a major aviation hub in Serbia, our approach also often involves making our infrastructure part of a region's overall strategy to boost its appeal in terms of both economics and tourism, by harnessing international connectivity.

Each location presents different challenges, but VINCI Concessions consistently rises to the occasion by harnessing all of its operational, financial and technological expertise, bolstered by the opportunities for synergy provided by VINCI Group resources.



A breath of fresh air

for imports and exports in the Dominican Republic

"The six airports that we have been operating in the Dominican Republic since 2016 are contributing to the country's growing economy and tourism industry. Since the borders reopened in July 2021, we have been supporting the comeback of tourism – the island's main industry – as part of a sustainable approach based on optimised waste management, large-scale production of solar energy for self-sufficiency, the installation of charging points for electric vehicles and more. But we are also playing a key role in diversifying the economy, as shown by the rise in exports, including of fruit and vegetables, observed since the new cargo terminal opened at the airport serving the capital, Santo Domingo. Not to mention VINCI Airports' involvement in developing business relations between Dominican and international companies, as shown by our participation in the Franco-Dominican Chamber of Commerce's 'French Week' in December 2021."



MÓNICA INFANTE HENRÍQUEZ,
CEO OF AERODOM, DOMINICAN REPUBLIC



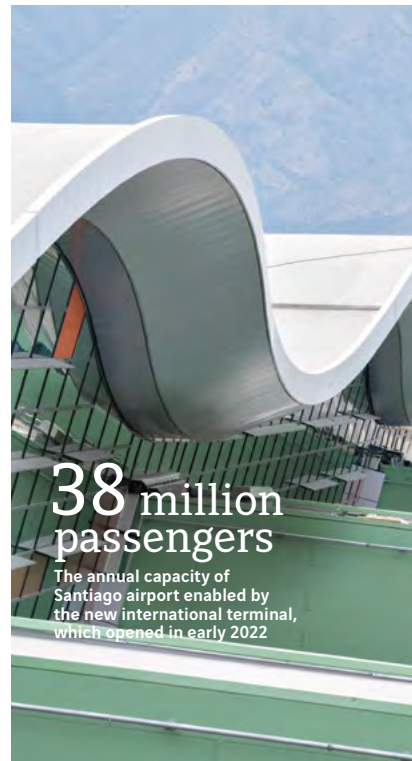
15%

more cargo traffic at Las Américas airport in Santo Domingo in 2021 compared with 2019, boosted by the opening of the ultra-modern freight terminal in 2020



Building **for future generations**

———— VINCI Concessions designs, finances and builds, then operates, major infrastructure projects designed to anticipate regions' needs, sometimes for decades. Working in synergy with other VINCI Group business lines, we manage every step of construction, extension and renovation, paying extremely close attention to safety, environmental protections, quality and staying on time and in budget. In 2021, we were proud to continue our work at Belgrade airport as the project reached its halfway point. The airport will soon be a new hub for travellers in Central and Eastern Europe. In Chile, Santiago airport's new international terminal has doubled its passenger capacity, making aviation more accessible. And in Japan, we're giving passengers a unique experience with a futuristic and innovative airport ahead of the 2025 World Expo. What's more, by renovating the runways at our airports, like in Sihanoukville (Cambodia), we are helping regions prepare for future growth. And lastly, on our road networks, we are delivering safe and innovative infrastructure to improve drivers' daily journeys. All of these achievements demonstrate the utility of our projects – both for the VINCI Group, by leveraging synergies between its various divisions, and for the regions where they are taking place. In these regions, our projects represent the key to unlocking long-term prosperity; a valuable legacy for future generations.



38 million
passengers

The annual capacity of
Santiago airport enabled by
the new international terminal,
which opened in early 2022



Japan

Kansai International Airport, the “first pavilion” of the 2025 Universal Exposition in Osaka

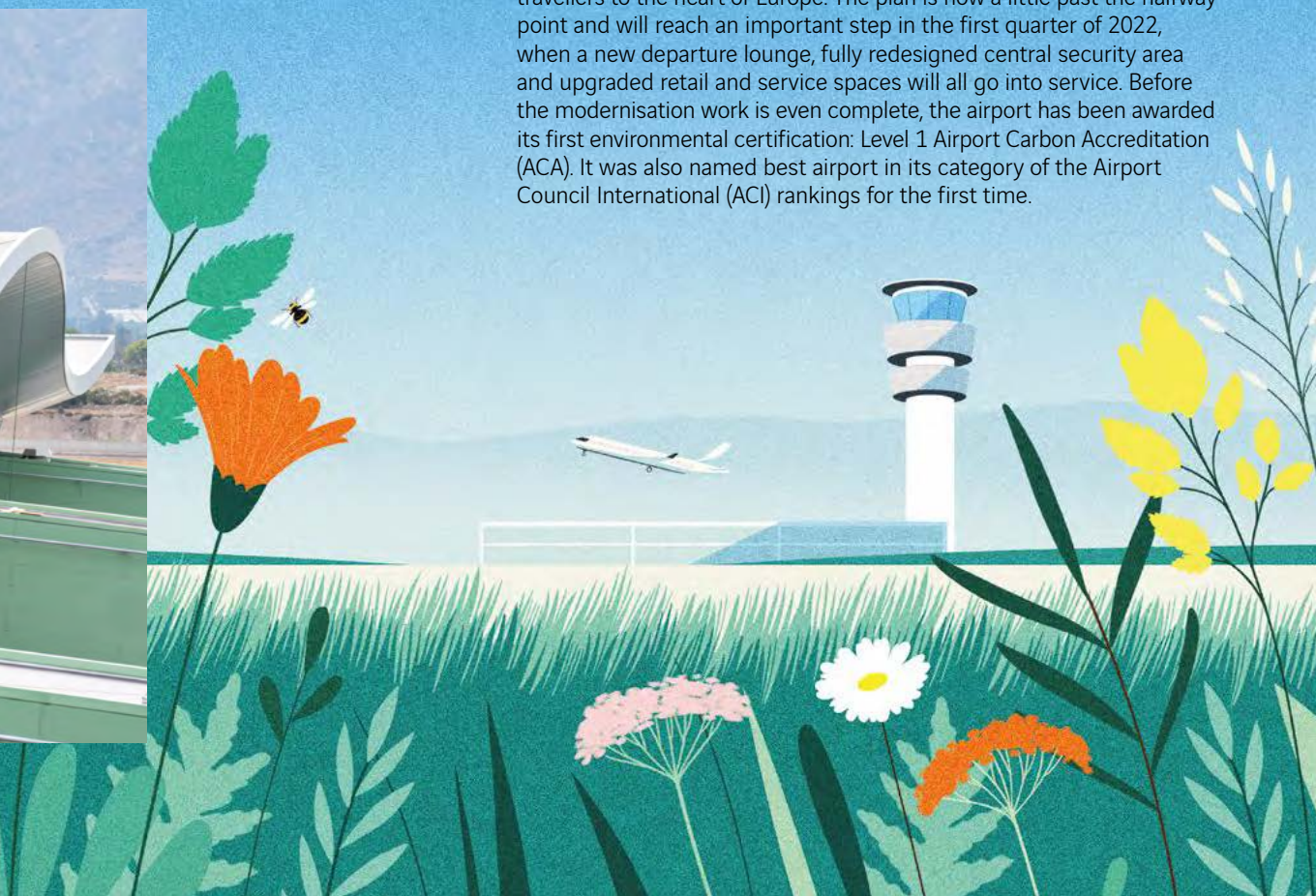
In Japan, despite the challenges of the pandemic, VINCI Airports has upheld its commitments and is looking forward to a bright future. With the support of the Japanese government, we launched a major modernisation project at Kansai International Airport in 2021. The T1 international terminal will be fully refurbished, with a number of firsts in biometrics, the energy transition and accessibility. This major transformation project is set to last four years and will give passengers a unique experience, making the airport the “first pavilion” of the Universal Exposition in Osaka in 2025.



Serbia

Belgrade, a new aviation hub in the heart of Europe

Two years after the start of the concession, the modernisation of Belgrade airport is being carried out in synergy with VINCI Construction Grands Projets. The future of Serbia is being written here, with the creation of a sustainable and innovative hub that will take a new generation of travellers to the heart of Europe. The plan is now a little past the halfway point and will reach an important step in the first quarter of 2022, when a new departure lounge, fully redesigned central security area and upgraded retail and service spaces will all go into service. Before the modernisation work is even complete, the airport has been awarded its first environmental certification: Level 1 Airport Carbon Accreditation (ACA). It was also named best airport in its category of the Airport Council International (ACI) rankings for the first time.





Germany

Revitalising a strategic route for German industry

In Germany, in addition to preparations for the B247 federal road project, VINCI Highways is also continuing its renovation of the A7-2. In April 2021 a new 2 km stretch, expanded to three lanes in both directions, was brought into service. By modernising and expanding this strategic artery, our work – carried out in synergy with Eurovia – will enable the motorway to continue to play a key role in revitalising the Germany economy as business resumes post-Covid. The A7 Bockenem—Göttingen motorway is a strategic route for Europe, linking Germany's industrial heartland, Bavaria, to the Port of Hamburg, a logistics hub of international importance.



Colombia

Opening a window to the Pacific for the Colombian capital

In Colombia, VINCI Highways is continuing its restoration of the Bogotá—Girardot motorway. It's the country's busiest road, spanning a vast region that stretches from the Pacific coast to the heart of the capital. The project aims to improve quality of life for people living in the surrounding area by providing them with better mobility, greater safety and more jobs. Carried out in collaboration with VINCI Construction, the work covers 145 km of motorway in total – including the creation of a new third lane across a 65 km section and the construction of four 2 km tunnels – and is set for completion in 2025.

14,000

direct and indirect jobs
generated over time
by the modernisation
and extension of the
Bogotá—Girardot
motorway in Colombia

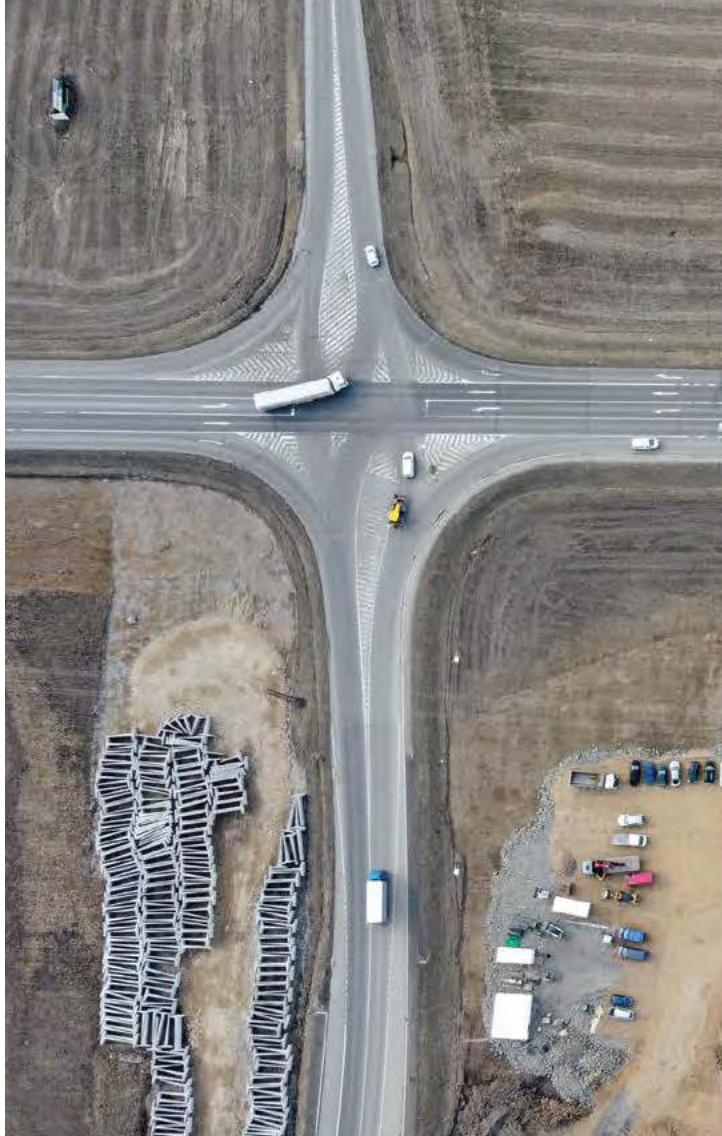




Czech Republic

D4, the motorway of tomorrow in the Czech Republic

After finalising the financial structure in April 2021, the Via Salis consortium led by VINCI Highways kicked off work on the D4 motorway in the Bohemia region in June. Carried out in synergy with Eurovia CS, the project entails building 32 km of new roads and renovating 16 km of the existing infrastructure. The new motorway will be kitted out with cutting-edge technology to enable smoother and safer traffic flows and an expansive environmental programme has been included. The first PPP for a road project in the Czech Republic, the operation received global recognition when it won the prize for best European PPP from Project Finance International (PFI) in 2021.



Peru

A new lease of life for the Lima ring road

Lima Expressa unveiled a new five year investment plan in Peru in June 2021. We aim to carry on boosting the capacity and traffic conditions of the ring road around Lima, a young and growing city looking to prepare for the future by sustainably providing local people with smooth, accessible and safe modes of transport. The project involves reinforcing embankments, improving crossing points and renovating 17 km of roads with highly modified asphalt, which requires less long-term upkeep and enhances road safety and driving comfort.

€48 million

five year investment plan
for Lima Expressa





Act for safety

*"Protecting people is
our number one priority
in all of our businesses,
everywhere we operate."*

5.11

workplace accident
frequency rate in 2021
(quartered in eight years)

Zero

serious accidents
in 2021

100%

of our entities took part
in our Safety Week

Protecting the workers and travellers in our network

The health and safety policy at VINCI Concessions is founded on the VINCI Group's robust risk management culture.

Our main challenge is sharing best practices with all of our teams across 24 countries in order to achieve our zero accident target everywhere we operate. To do so, we carry out training and awareness-raising actions with network-wide processes for analysing incidents, reporting information, carrying out psychosocial risk assessments and more. We therefore published a guide to the five focuses of our safety culture in 12 languages in 2021, which we have shared with our entire network, including subcontractors. What's more, our measures have continuously brought down frequency and severity rates for workplace accidents at both construction and operation phases over the last five years. This positive trend has garnered strong internal support – as shown by our teams' involvement during Safety Week, held at all VINCI Concessions airport, motorway and railway projects in late September 2021.

71%

lower accident
rate on Lima Expressa
in 2021

We design resilient and connected infrastructure to improve safety.

This is a key aspect of all construction or renovation projects, which systematically integrate cutting-edge equipment, technology and processes in order to minimise risks. Two examples of this are the 120 cameras fitted along the ring road around Lima, Peru, in order to monitor traffic and infrastructure conditions, or the 48,000 concrete tetrapods submerged in the bay of Osaka, Japan, to protect Kansai International Airport from typhoons.

1st

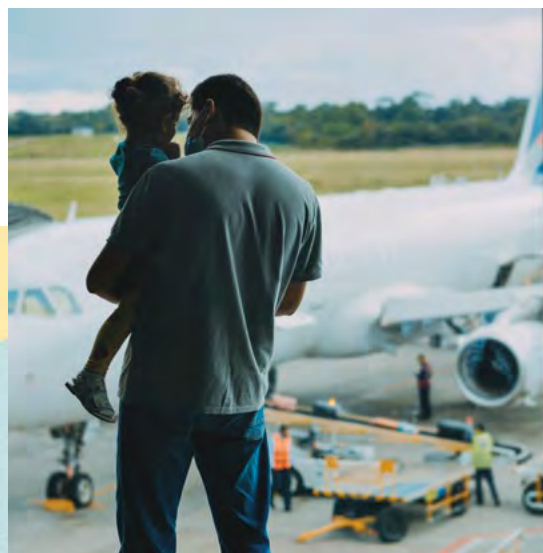
international campaign
for hygiene safety certified
by Bureau Veritas





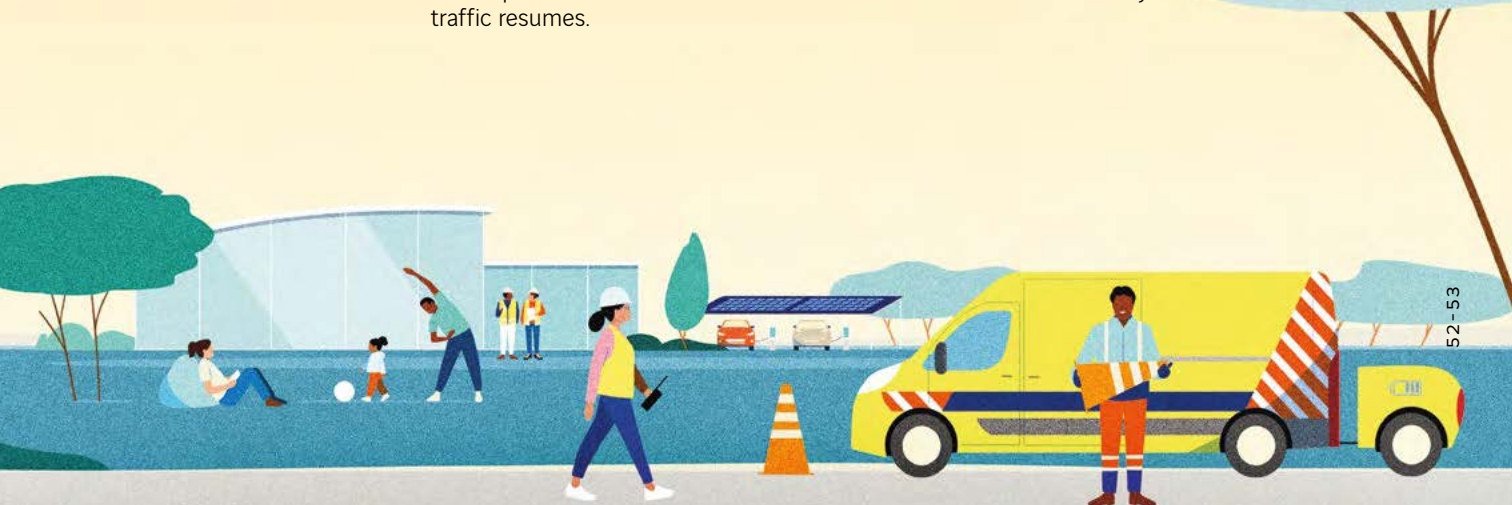
We apply these same high safety standards when it comes to our users.

VINCI Airports leads the way in airline and airport safety. As such, it has rolled out an adapted policy that aligns with the specific regulations in force in each country while being founded on mutual priorities: preventative safety, risk auditing and environmental performance with, for example, the use of birds of prey to scare off any animals likely to create risks for aircraft. Meanwhile, when it comes to motorways, VINCI Highways plays a major role in raising users' awareness of safety issues. In 2021, teams focused on risk prevention for motorcycle drivers; in Peru, for example, Lima Expresa launched a web series, "Motorbike school". And the drivers of the future haven't been forgotten; in Slovakia, Granvia designed an educational board game that has been shared with schools near the R1 Expressway, while in the Czech Republic, Via Salis organised a drawing competition with 40 schools. Lastly, we undertook specific initiatives – such as the "road safety break" led by Olympia Odos at the Megara service area in June 2021 – that enabled us to ensure traffic could resume safely as lockdown periods came to an end.



We remain committed to hygiene safety through VINCI Concessions' worldwide campaign, "Protecting each other".

The campaign was rolled out across our network; systematic cleaning, disinfection of surfaces and provision of hand sanitiser gel ensued, while passenger flows and operations were reorganised in order to facilitate social distancing. These measures were certified by Bureau Veritas and Airport Council International and have boosted travellers' certainty as traffic resumes.



— Safety, *the primary advantage of positive mobility*

"People's safety and the security of our facilities are a key part of the culture of our business lines, and that's the primary advantage of our pledge to positive mobility for all of our stakeholders. We are harnessing all of the tools at our disposal as part of our continuous improvement approach to make mobility a safe experience for both staff and travellers. It is having a real impact, particularly on our motorway operations. The quality of our equipment, the commitment of our workers and the effectiveness of our awareness-raising campaigns has led to a regular decline in the number of accidents, sometimes to a dramatic degree."



BELEN MARCOS,

EXECUTIVE VICE PRESIDENT
OF VINCI CONCESSIONS AND
PRESIDENT OF VINCI HIGHWAYS





Workplace accidents down by 80% in five years, *thanks to everyone's commitment*

"At Portway, our approach to safety acts as our operating permit. Five years ago, we launched a programme focusing on health and safety within our operations – our Safety Management System – in line with VINCI Airports' zero accident target. A safety committee was established at Portway to analyse all accidents, identify areas for improvement and develop a safety culture. It's a long-term effort that has enabled us to reduce workplace accidents by 80%, thanks to the involvement and determination of everyone, at all levels."



HELENA FRANÇA,
MANAGING DIRECTOR
OF PORTWAY, PORTUGAL



Hygiene measures, *a gauge of trust for passengers*

"As traffic resumes, hygiene safety has never been so stringent at airports. Here in Costa Rica, we are proud to have been one of the first airports in the world to receive Airport Health Accreditation (AHA). This certification was created by ACI in order to assess the hygiene measures in place to combat the pandemic. It serves as recognition of the thorough processes rolled out across the VINCI Airports network to protect the health of passengers and our teams."



LIZETH VALVERDE,
HEAD OF OPERATIONS AND
MAINTENANCE AT GUANACASTE
AIRPORT, COSTA RICA







Act+ *for* innovation

*"By preparing the smart
and responsible mobility of the future,
VINCI Concessions stands
as a partner to technical
and technological progress."*

5

centres of excellence
for innovation in London,
Lyon, Lima, Lisbon and
Bordeaux-Villongnon

3

areas of innovation:
smart infrastructure,
flow management and
the customer experience

1

global digital platform
to develop a culture
of innovation among
our teams

Making

infrastructure smarter and more resilient

3

full BIM projects:
Santiago and Belgrade
airports and the
DF Via Salis motorway

94%

regularity on the SEA HSL
since it went into service

Contrary to popular belief, mobility infrastructure is anything but an immutable asset – its managers must constantly anticipate regional changes and residents' evolving expectations and habits. Taking a long-term view enables us to adapt our infrastructure in line with growing mobility needs, as well as the challenge of climate change. That's why VINCI Concessions integrates the latest technology in both design and operation. In all our business lines, we are breaking new ground with the possibilities offered by digital technology and artificial intelligence for data produced by connected infrastructure. We are also harnessing Building Information Modelling (BIM) tools in our new projects, such as the one currently in operation at the airport in Santiago de Chile or the one currently underway at the D4 motorway in the Czech Republic. Digitally modelling our infrastructure empowers us to manage it better throughout its entire lifecycle, using evolving and collaborative data. For example, at MESEA, SEACloud predictive maintenance and real-time reporting of technical line data are making infrastructure smarter. But technology is also being used to boost climate resilience; in Japan, Kansai Airports has rolled out wonders of engineering to protect the artificial island that is home to Osaka airport from typhoons. A total of 48,000 concrete structures known as tetrapods were installed to absorb marine currents.



Combining innovations

in the 1st PPP for roads in the Czech Republic, the D4 motorway

"We are building and will operate a motorway in the Czech Republic that incorporates the very best technologies. Our full BIM approach means that the D4 will be kitted out with advanced systems that guarantee a high level of road safety, as well as driver comfort and smooth traffic flows. It will also set new environmental standards for road mobility in the Czech Republic, with multiple advances in the development of photovoltaics, materials recycling, water management, safe crossings for large animals and pesticide-free maintenance."



CHRISTIAN BIEGERT,

CEO OF D4 VIA SALIS AND EXECUTIVE
DIRECTOR AT VINCI HIGHWAYS
CENTRAL EUROPE



Our cutting-edge rail solutions recognised with *triple* *certification*

"With the South Europe Atlantic HSL, we operate trailblazing infrastructure that was designed to integrate sensors and connected devices from the very start. This means that, by collecting data, we have been able to develop brand-new applications for rail – such as our SEACloud artificial intelligence solution developed with LISEA, which facilitates predictive maintenance. These innovations have directly contributed to the line's performance. What's more, we are proud of the current level of excellence of our operations, which was recognised in late 2021 with the awarding of triple certification for quality (ISO 9001), environmental management (ISO 14001), and health and safety (ISO 45001)."



VALÉRIE VESQUE-JEANCARD,

MANAGING DIRECTOR OF
VINCI AIRPORTS (FRANCE, CHILE
AND DOMINICAN REPUBLIC),
AND PRESIDENT OF VINCI RAILWAYS

Improving traffic flows

60%

The reduction of CO₂ emissions every time a vehicle passes through a tollbooth thanks to free-flow systems

>10
million

The record number of transactions processed in 24 hours after the introduction of back office services for NTTA in the US

World 1st

MONA, VINCI Airports' biometric assistant for guidance from home to the plane

Locally and internationally, congestion in transport networks remains a key challenge that holds back development, harms the environment and generates disruption. VINCI Concessions is tackling the issue head-on by anticipating how traffic is set to change and rolling out innovative flow management solutions. We aim to guarantee travellers a smooth, seamless experience at every step of their journey. That's why we are working on biometric technology for airports and free-flow services for motorways.

Take VINCI Airports' innovative mobile app, MONA, for example.

This travel assistant of the future ensures users can pass through security gates at the airport by simply showing their faces – so no more need to get out all their travel documents before boarding! MONA is already available at Lyon-Saint Exupéry and is also being rolled out at other airports across the network. Meanwhile, in road mobility, free-flow toll technology is enabling us to process our subscribers' transactions automatically. It's an innovative approach that produces twofold benefits: smoother traffic and less pollution. According to a study by VINCI Concessions, adopting free-flow systems reduces the emissions generated by vehicles every time they go through a tollbooth by up to 60%. VINCI Highways completed two major free-flow projects in 2021, developing a back office management system for the North Texas Tollway Authority (NTTA) in the US and commissioning free-flow toll services on the Dublin ring road in Ireland.



Entering the *all-digital* *era*

"Road mobility is undergoing a profound technological transformation – with the development of electronic and free-flow systems, we are truly entering the all-digital era. VINCI Highways is playing a key role in that revolution, with a comprehensive offering including solutions that are recognised as some of the best back office technologies on the market. Our expertise benefits not only infrastructure managers and owners, but also drivers; we provide them with better quality information, greater simplicity, and more options for their journeys."



RICHARD ARCE,

MANAGING DIRECTOR OF MOBILITY
SOLUTIONS AT VINCI HIGHWAYS US

We want to *make life easier* for travellers

"As the digital world is now central to our lives, our mobility services must be just as connected as today's passengers are. The scope for innovation and development at VINCI Concessions is enormous, as demonstrated by our groundbreaking biometric solutions. From multimodal travel prep through to real-time information on traffic, infrastructure conditions and local shops and services, we work with our partners – industrial players, start-ups, universities and more – to develop applications that radically transform the travel experience by enriching and simplifying it."



ANNE LE BOUR,

DIRECTOR OF COMMUNICATIONS
AND INNOVATION AT VINCI CONCESSIONS

Building

a more agile relationship with our customers

Today's passengers expect more of their travel experience. Quality, simplicity and the variety of services available throughout their journey have become important factors in their decision-making. At VINCI Concessions, we anticipated this trend by adopting a model to reinvent the travel experience by harnessing technology. Digital solutions and data have enabled us to not only better understand our users and their expectations, but also inform them and provide them with personalised services.

In 2021, the role of mobile devices in customer relations reached a major milestone in Peru, where Lima Expressa embarked on a partnership with the driving assistance app Waze. Alerts from users are shared with our control centre which, in turn, automatically updates the app when any incidents are detected by one of our 120 cameras. What's more, our Colombian subsidiary Vía 40 Express launched an online chatbot to keep its customers updated in real time. Meanwhile, in France, Lyon-Saint Exupéry airport innovated by creating a phygital "Smart Welcome" platform; travellers simply scan the QR codes located around the terminals to access offers and services via their smartphone. Lastly, in Japan, we made new progress with our robotics strategy this year. Kansai airport rolled out Secom, a patrol robot that autonomously carries out security operations, while travellers at Kobe are welcomed by 10 robots designed to guide them throughout their journey and, if necessary, connect them to a member of staff.

Almost
8 million

subscribers to VINCI Highways' digital solutions

60%

transactions carried out digitally in the VINCI Highways network

1,200 customers

assisted with Smart Welcome at Lyon airport in 2021

INNOVATING FOR OPERATIONAL EXCELLENCE

Driven by our pioneering spirit and wealth of fresh ideas, the quality of service delivered by our teams was highlighted by a number of prizes and awards in 2021.



Recognition from the highway industry

Best European PPP 2021 (PFI):
D4 motorway/Via Salis,
Czech Republic

Best Operational Transport
Project (P3 Awards):
Regina Bypass, Canada

Motorway of the Year
(Mobility Awards):
Athens Corinth—Patras motorway,
Greece



7 airports in the Skytrax 2021 Top 10 by region

Kansai International Airport,
Japan (Asia)

Belgrade airport,
Serbia (Eastern Europe)

London Gatwick airport,
UK (Western Europe)

Lisbon airport,
Portugal (Southern Europe)

Porto airport,
Portugal (Southern Europe)

Santiago airport,
Chile (South America)

Las Americas airport,
Dominican Republic
(Central America/Caribbean)



ACI award recognition for our airports this year

Belgrade airport
(Serbia)

Faro airport
(Portugal)

Guanacaste airport
(Costa Rica)

Lisbon airport
(Portugal)

Madeira airport
(Portugal)

Ponta Delgada airport
(Portugal)

Porto airport
(Portugal)

Santiago airport
(Chile)



VINCI Concessions *Passport*

VINCI Concessions is a global leader in mobility infrastructure. It operates almost 80 airports, motorways and railway projects in 24 countries through the VINCI Airports, VINCI Highways and VINCI Railways subsidiaries. We harness the expertise of our integrated model to design, finance, build and operate infrastructure for the general public, while helping these structures achieve their environmental transition. Committed to safe, efficient and innovative mobility, we contribute to creating sustainable prosperity for regions and the people who live there.

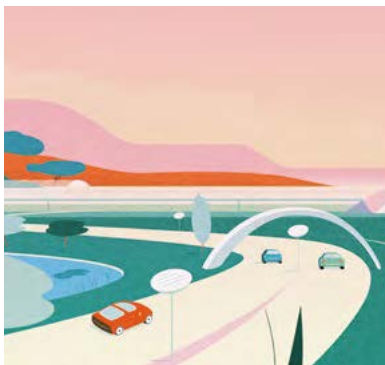


VINCI Airports



As the world's leading private airport operator, VINCI Airports operates 53 airports in 12 countries across Europe, Asia and the Americas. VINCI Airports draws on its expertise as a comprehensive integrator to develop, finance, build and operate airports, leveraging its investment capability and know-how to optimise operational performance and modernise infrastructure while bringing 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 Highways is a world-beating concession company in road mobility and designs, finances, builds and operates motorways, urban networks, bridges and tunnels across a network spanning over 4,000 km in 16 countries. It also leads the way in the design and management of free-flow management solutions, with almost 8 million drivers signed up to its digital services all over the world. VINCI Highways applies the highest standards in terms of performance, safety and innovation in order to guarantee a positive experience for drivers and lead the transition to more sustainable road mobility.

VINCI Railways



VINCI Railways designs, finances, builds and operates rail and urban transport infrastructure. VINCI Concessions' integrated model, in synergy with all VINCI Group business lines, enables VINCI Railways to carry out a wide range of projects: standard and high-speed railway lines, metro lines, tramways, stations, guided transport and mobility systems. VINCI Railways draws on its investment capacity and extensive expertise to optimise operational performance and modernise infrastructure for decision makers in the public and private sector, while helping them achieve their environmental transition.

Almost
80
mobility structures

24
countries

20,000
employees

53
airports

Over
4,000 km
of road network

#1
private high-speed
rail operator in France

Gender-balanced governance

focusing on shared goals

Committed to developing positive mobility in France and beyond, the VINCI Concessions Management Committee has defined a corporate strategy that is being implemented in its three areas of expertise: airport, highway, and railway projects.

NICOLAS NOTEBAERT,
CEO of VINCI Concessions and
President of VINCI Airports

BELEN MARCOS,
Deputy Managing Director and
President of VINCI Highways

OLIVIER MATHIEU,
Executive Vice President

VALÉRIE VESQUE-JEANCARD,
President of VINCI Railways
and Area Director of VINCI Airports

CHEIKH DAFF,
Director of Human Resources

ANNE LE BOUR,
Director of Communications
and Innovation

Led by Nicolas Notebaert and aligned with the VINCI Group's strategic positioning, the Management Committee fosters expertise while promoting internal synergies and disseminating the Group's culture throughout its various business lines as it pursues international growth. Our aim, shared by all of our activities and business lines, is to sustainably contribute to developing regions and their environmental transition.

In line with its strategic focuses – resilience and recovery, international expansion and synergy – VINCI Concessions continued to shape its governance in 2021 by appointing Valérie Vesque-Jeancard to the Management Committee.



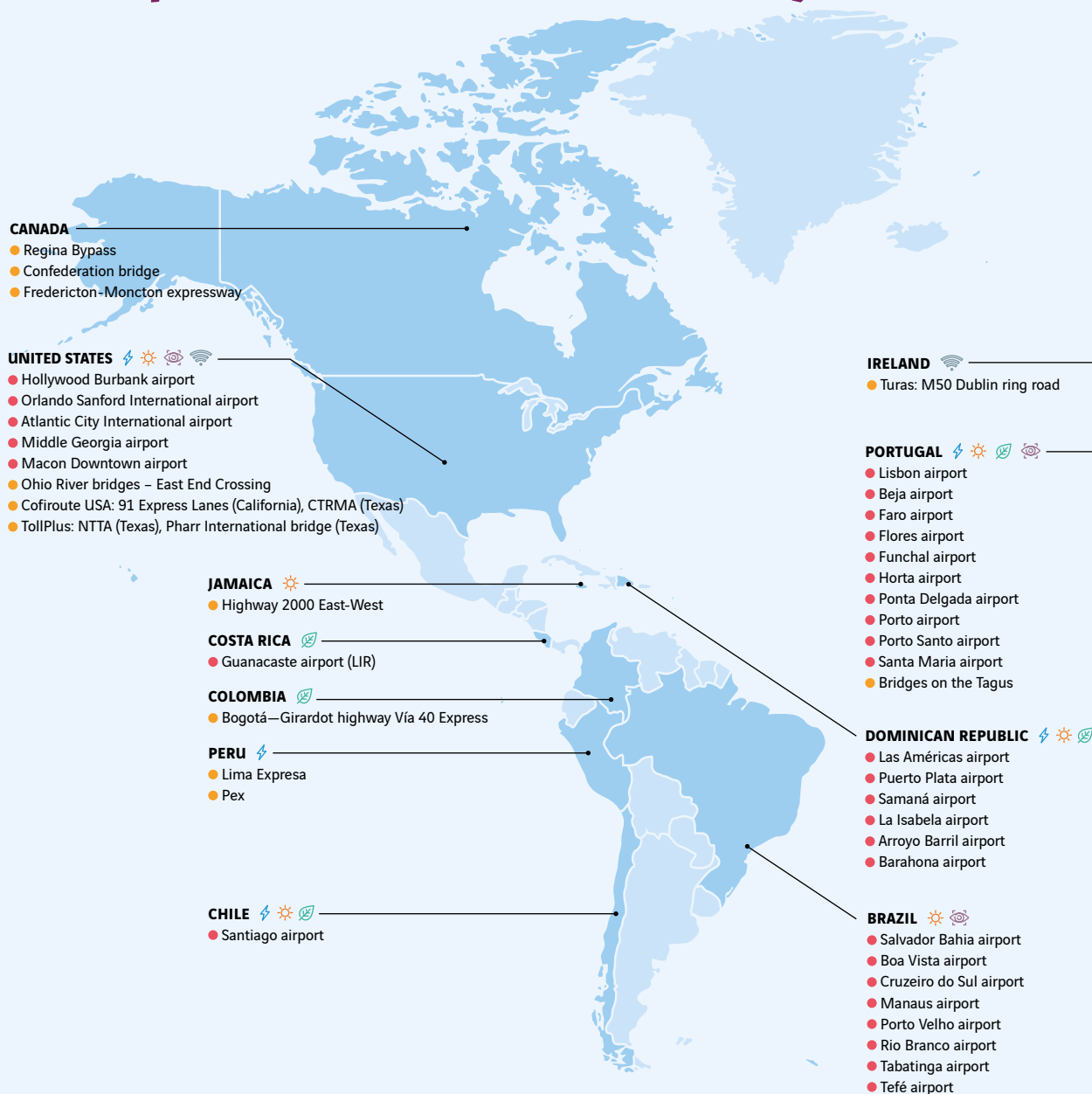
Appointment
June 2021

VALÉRIE VESQUE-JEANCARD,
MANAGING DIRECTOR OF VINCI AIRPORTS
(FRANCE, CHILE AND DOMINICAN REPUBLIC)
AND PRESIDENT OF VINCI RAILWAYS

Valérie Vesque-Jeancard is a graduate of the École Polytechnique and the École des Ponts ParisTech schools of engineering and holds a master's degree in economic policy and analysis from the Paris School of Economics. She has worked as a consultant for the World Bank and occupied various positions at the French Ministry for the Economy, the Cour des comptes (the supreme body auditing the use of public funds in France) and in the culture and retail sectors. She joined VINCI Airports in 2018 to lead the France and Americas regions and was appointed President of VINCI Railways in June 2021.



driving *A global network positive mobility*



● Airports ● Motorways ● Railways and urban transport systems

ENVIRONMENTAL INVESTMENTS



Electric mobility⁽¹⁾



Photovoltaics⁽²⁾



Hydrogen⁽³⁾



Reforestation⁽⁴⁾

DIGITAL SERVICES



Biometrics⁽⁵⁾



Free flow

(1) For our users, teams and operations (2) Development and operation (3) Facility development and operation (4) Project financing (5) Complementary border check services

UNITED KINGDOM ⚡ ☀️ 🌐

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

RUSSIA ⚡

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

SWEDEN ⚡

- Stockholm Skavsta airport

GERMANY

- A7-2 Via Niedersachsen
- A5 Via Solutions Südwest
- A4 Via Solutions Thüringen
- A9 Via Gateway Thüringen
- B247 Via Mühlhausen Thüringen

CZECH REPUBLIC

- D4 Via Salis

SLOVAKIA

- Expressway R1 (PR1BINA)

SERBIA ⚡ ☀️

- Belgrade airport

GREECE ⚡

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

KENYA*

- Nairobi—Nakuru—Mau Summit motorway

FRANCE ⚡ ☀️ H₂ 🌐

- Annecy Savoie Mont-Blanc airport
- Chambéry Savoie Mont Blanc airport
- Clermont-Ferrand Auvergne airport
- Dinard Bretagne airport
- Grenoble Alpes Isère airport
- Lyon-Bron airport
- Lyon-Saint Exupéry airport
- Nantes Atlantique airport
- Pays d'Ancenis airport
- Rennes Bretagne airport
- Saint Nazaire Montoir airport
- Toulon-Hyères airport
- GSM-Rail
- South Europe Atlantic High-Speed Rail Line
- MESEA
- Reserved lane public transport system in Martinique
- Southern Prado tunnel
- Prado-Carénage tunnel

JAPAN ⚡ ☀️ H₂

- Kansai International airport
- Osaka Itami airport
- Kobe airport

CAMBODIA ⚡

- Siem Reap airport
- Phnom Penh airport
- Sihanoukville airport

INDIA 🌐

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

*Financing package currently under negotiation

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

The PPPs listed below are managed within VINCI Concessions. Other PPPs (mainly buildings) are managed within VINCI's Energy and Construction businesses.

Infrastructure	Country	Stake held	End of contract	
AIRPORTS				
Chambéry, ⁽¹⁾ Clermont-Ferrand, ⁽¹⁾ Grenoble, ⁽¹⁾ Pays d'Ancenis ⁽¹⁾	France	100%	From 2025 to 2029	
Lyon-Bron, Lyon-Saint Exupéry	France	31%	2047	
Annecy Mont-Blanc ⁽²⁾	France	100%	2036	
Nantes Atlantique ⁽³⁾	France	85%	2021	
Saint-Nazaire Montoir ⁽³⁾	France	85%	2021	
Rennes, Dinard ⁽¹⁾	France	49%	2024	
Toulon-Hyères	France	100%	2040	
Salvador Bahia	Brazil	100%	2047	
Amazon Airports ⁽⁴⁾ (Manaus, Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé)	Brazil	100%	2051	
Phnom Penh, Siem Reap, Sihanoukville	Cambodia	70%	2040	
Santiago de Chile	Chile	40%	2035	
Guanacaste	Costa Rica	45%	2030	
Orlando Sanford, Florida	United States	100%	2039	
Hollywood Burbank, California ⁽⁵⁾	United States		2030	
Atlantic City, New Jersey ⁽⁵⁾	United States		2026	
Macon Downtown, Georgia ⁽⁵⁾	United States		2022	
Middle Georgia, Georgia ⁽⁵⁾	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	
HIGHWAY AND ROAD INFRASTRUCTURE				
	Network under concession			
Arcos (A355 – western Strasbourg Bypass)	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
A4 Motorway	45 km	Germany	50%	2037
A5 Motorway	60 km	Germany	54%	2039
A7 Motorway ⁽⁶⁾	60 km	Germany	50%	2047
A9 Motorway	47 km	Germany	50%	2031
B247 Motorway ⁽⁶⁾	28 km	Germany	50%	2051
Regina Bypass	61 km	Canada	38%	2049
Fredericton-Moncton Expressway ⁽⁷⁾	195 km	Canada	25%	2028

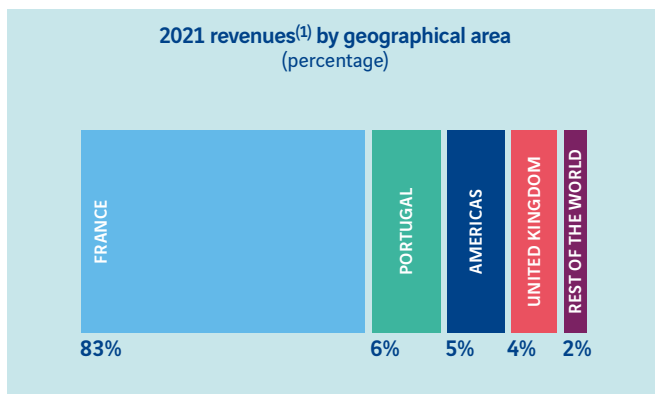
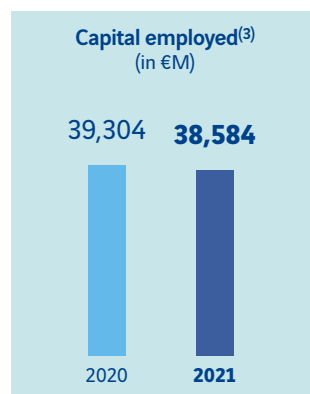
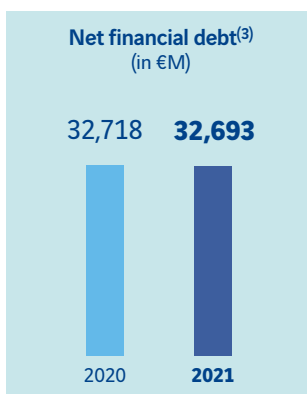
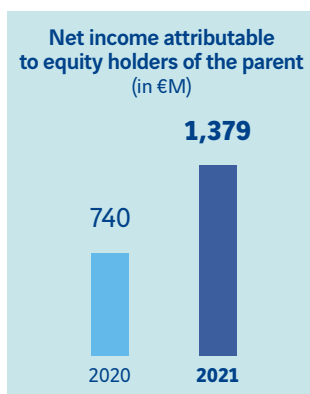
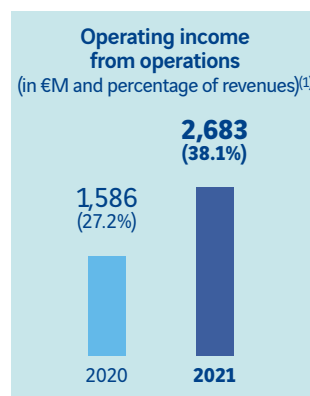
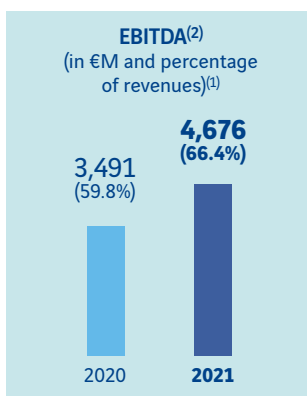
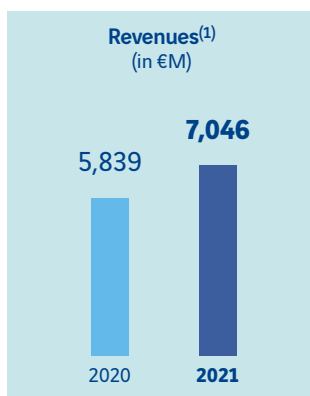
Infrastructure	Network under concession	Country	Stake held	End of contract
Bogotá—Girardot motorway ⁽⁶⁾	141 km ⁽⁸⁾	Colombia	50%	2042
Athens Corinth—Patras motorway	201 km	Greece	30%	2038
Maliakos—Kleidi motorway	230 km	Greece	15%	2038
Lima expressway	25 km	Peru	100%	2049
D4 Motorway ⁽⁶⁾	48 Km	Czech Republic	50%	2049
Newport bypass	10 km	United Kingdom	50%	2042
Isle of Wight road network ⁽⁹⁾	821 km of roads and 767 km of pavements	United Kingdom	50%	2038
Hounslow road network ⁽⁹⁾	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
BRIDGES AND TUNNELS				
Duplex A86 tunnel	Tunnel between Rueil-Malmaison/Versailles and Jouy-en-Josas	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% ⁽¹⁰⁾	2030
RAIL AND URBAN TRANSPORT INFRASTRUCTURE				
GSM-Rail	Wireless telecommunication system over 16,000 km of rail track	France	70%	2025
SEA HSL	High-speed rail line between Tours and Bordeaux (302 km)	France	33.4%	2061
Martinique BRT (Caraibus)	14 km	France	100%	2035
STADIUMS				
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
MISC. PUBLIC FACILITIES				
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 (Park Azur)	Building of 60,000 m ²	France	100%	2040
Public street lighting in Goussainville, France (G'illumine)		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

(1) Service, management or public service contracts. (2) VINCI Airports took over operations at Annecy Mont Blanc airport on 1 January 2022, after signing a public service concession agreement in July 2021. (3) The concession contract was terminated on 24 October 2019 for reasons of public interest and will take effect no later than the date of signing of the new concession contract, for which the call for tenders is under way. (4) After signing a concession contract in September 2021, VINCI Airports took over operations at Manaus airport on 12 January 2022 and plans to take over operations at six other airports in the region (Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé) in February 2022. (5) Service contract. (6) Under construction. (7) Maintenance contract. (8) Including 65 km to be widened. (9) Upgrade, maintenance and upkeep contract. (10) 49.5% since 10 February 2022, following the acquisition by VINCI Highways and Lines of the 17.21% stake formerly held by Atlantia.

Financial indicators

for the VINCI Group's concessions

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



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

(2) Cash flows from operations before tax and financing costs.

(3) At 31 December.

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