

2022-2023 ACTIVITY REPORT

# IMPACT

BOOK

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The transport of people and goods is a driver of progress and a factor of peace, pushing the world forward, bringing together different cultures, and stimulating regional development. But we now know that we must urgently look at this essential part of our lives differently. To protect nature and the environment, combat global heating, and preserve vital resources and minerals, we must sustainably transform mobility.

# Mobility has always been to society



# central

At VINCI Concessions, we believe in critical, committed and useful mobility. Every day, we strive to step up the transformation of existing models by precisely measuring and drastically reducing our carbon emissions by way of ambitious action plans. But we cannot act alone. Our businesses are part of a rich landscape of diverse stakeholders, whose aspirations sometimes clash. To shine a brighter spotlight on these issues, we spoke to IPCC member and climate expert François Gemenne. His point of view puts into perspective our pathway to decarbonisation and the progress we made in 2022, while encouraging us to do even more to bring about the positive transformation of mobility. •

# — Sharing insights

A swift yet radical transformation is required, particularly in mobility, in order to tackle the challenges of climate change. But how can companies and organisations contribute to the transition? Climate and migration governance expert François Gemenne and Nicolas Notebaert, Chief Executive Officer of VINCI Concessions and President of VINCI Airports, discussed companies' responsibilities and commitments.

**Nicolas Notebaert,**

Chief Executive Officer of VINCI Concessions  
and President of VINCI Airports



**François Gemenne,**

Political scientist at the University of Liège,  
professor at Sciences-Po in Paris  
and member of the IPCC



**Conversations about climate disruption largely focus on the role of politicians and citizens. What role do you think companies play?**

**François Gemenne**

I think their role has too often been underestimated. It always seems like politicians and citizens just kick the ball back and forth, while forgetting a crucial link in the chain – companies. But companies have greater financial and industrial means to take action than politicians and the public, and can often enact more radical change than governments. When I look at French society today, it's companies that seem to be bringing about the most change – and nurturing the greatest ambitions.

**Nicolas Notebaert**

I agree, companies have a major role to play. François, you mention ambition. Driven by the ambitions of VINCI Group, we at VINCI Concessions, the leading provider of mobility infrastructure, also chose to lead the way in the environmental transition of our sector. In 2016, we committed to decarbonising activities throughout our network so that we can take on this global challenge together. We strive to set an example in our area of responsibility while acting as a catalyst for new solutions across the entire chain of mobility. The leverage effect of our actions could prove very powerful. That's why we are stepping up initiatives to not only reduce our emissions, but also those of our partners – for example by actively supporting the development of alternative fuels and taking action to roll out low-carbon hydrogen.

**Is low-carbon mobility a far-off dream? How can we bring it about more quickly? What obstacles do we face, and how can we take action?**

**François Gemenne**

It's a priority – transport currently accounts for 30% of emissions in France. It's the single main source of emissions. But we must be honest with ourselves; it's a tricky sector to decarbonise for cultural reasons, such as our relationship with cars, as well as due to technological difficulties in aviation, for example. The challenge, I think, is making sure mobility remains accessible to all, given the social, economic and cultural benefits that it offers, and maintaining an open world. I wouldn't want a low-carbon world to mean closing down borders, as some are now suggesting. That's the challenge.

**Nicolas Notebaert**

You raise an important point. Mobility is part of the common good; an asset that must be protected and shared. It is vital to regional economies and people's lives. Aviation is essential in very large countries like Brazil or Mexico, where we operate over 20 airports. It is the only way to cross the Amazon rainforest or mountain ranges. And in Portugal or the Dominican Republic, where we also operate airports, tourism is a key sector and national economies rely on this business. But we need to reduce the carbon emissions from this form of travel more quickly. We are therefore investing to ensure the sustainability of mobility. But I think that, far from being a constraint, the need to innovate to protect the environment actually opens up ●●●

“We have focused on taking action for the climate and the environment for a long time and as such are well ahead on our decarbonisation pathway.”

**Nicolas Notebaert**



●●● opportunities. Transforming mobility means developing new business lines and becoming more efficient in our use of resources, which ultimately creates lasting value. And it is with this positive vision, focusing on action, that we want to drive the mobility of the future.

**VINCI Concessions has set itself a clear pathway with quantified objectives to reach gradually, over time. Is that key to making the right decisions at the right time?**

**Nicolas Notebaert**

From 2018 to 2030, we aim to reduce our Scope 1 and 2 emissions by over 50%. We're on course to meet that target; in 2022, we had already cut our emissions by over 40%. We share verified and transparent quantified indicators, which is a commitment that enables us to keep our clients and partners informed and rally our employees to the cause. We have also established an internal review, which we can use every year to check that our budgets are allowing us to stick to our decarbonisation pathway at each of our concessions.

**François Gemenne**

The idea of a pathway is crucial. We often set ourselves fairly vague targets for a far-off future, like carbon neutrality. I think that's a way of putting off the problem and diluting our sense of responsibility. We need clear and immediate targets, both in order to get back on course if we veer away from the pathways we have planned, but also to mark out our progress and continuously raise our ambitions.

**Nicolas Notebaert**

I think so too. That's why each of our companies has carbon targets to meet. And the most stringent targets are achieving zero net Scope 1 and 2 emissions from 2023 at Toulon Hyères airport and from 2026 at Lyon-Saint Exupéry. To tackle the climate emergency, we must be extremely stringent and set specific short-term milestones for ourselves.

**Do you think that the issue of decarbonisation should now be the focus of concession contracts?**

**François Gemenne**

Definitely, it is a shared area of responsibility. Decarbonisation should be central in the specifications in local authorities' calls for tender. Public procurement is a very powerful tool, and it will push companies to go further and be even more ambitious in this area. Decarbonisation

## The interviewee

François Gemenne is a teacher at Sciences-Po in Paris as well as the University of Liège, and has been a member of the IPCC since 2015. He is also the author of a number of essays. His research mostly focuses on migration and displacement linked to environmental changes, particularly natural disasters, as well as climate change adaptation policies.

can only work as part of a spirit of partnership, where each entity strengthens the other and pushes them to do better.

**Nicolas Notebaert**

We completely share that mindset. Naturally, public authorities must choose their own priorities, but when managing their infrastructure, we work as their trusted partners. Having made Salvador Bahia in Brazil a leading airport that has been recognised as the country's most sustainable, we were also able to create an ambitious environmental project for the seven airports in the Amazon region under our management. As we know, environmental issues in this region are crucial. The mobility of tomorrow will be built on effective infrastructure that emits very low amounts of CO<sub>2</sub> and exists in harmony with its direct ecosystem – and that is key to what we offer.



**VINCI Concessions is a comprehensive operator that applies best practices all over the world. Is that a promising factor for speeding up transformation?**

**François Gemenne**

Acting as a comprehensive operator means that you can really roll out your actions without being confined by international borders, which is a significant obstacle for governments. This capacity for multi-national action is extremely powerful, because it means that your practices can transform an entire sector. It is an incredible opportunity, as well as a huge responsibility that will and I don't say this lightly, go down in history.

**Nicolas Notebaert**

We accept that responsibility and believe that we must go further, faster, everywhere we operate. VINCI Concessions' model enables us to apply the best standards at the airport, road and railway infrastructure that we operate, whenever we are awarded a new concession. We can also save time through this model, as we are able to make use of our network. Take, for example, our photovoltaic programme; airports, highways and railway lines all include ideal locations to install solar power plants, and we have ambitious plans in this area. We started setting up the first plants at our airports in Brazil, the Dominican Republic, Serbia and Portugal through our SunMind subsidiary. And by harnessing this expertise, we can swiftly roll out similar projects elsewhere – for example on our highways in Greece, as well as on the SEA high-speed line in France. We are already generating 44 MWp as of late 2022, and we are aiming for capacity exceeding 1 GWp. This demonstrates the value of our network; by adapting our worldwide action plan to everywhere we operate, we can use it to step up transformation, and the fight against climate change knows no borders.

“The capacity for multi-national action of a comprehensive operator like VINCI Concessions is extremely powerful, because it means that your practices can transform an entire sector.”


**François Gemenne**

# — To protect mobility, we must improve it.

**Editorial by Nicolas Notebaert, CEO of VINCI Concessions  
and President of VINCI Airports**







The dramatic recovery of our concessions in 2022 proved to us all that mobility is still essential. Despite the restrictions of the pandemic, the need for all kinds of travel – both local and international – remains vital. It was therefore the year of the comeback. The first post Covid trips were visits to family and friends, followed by tourism and, more gradually, business travel. During the pandemic, our infrastructure was able to absorb the impact of the brutal slowdown by launching a cost-cutting plan of unprecedented scope. In 2022, we also successfully managed a dynamic recovery, with excellent operational performance brought about through anticipation, innovation and, most of all, the exemplary commitment of our teams. We were able to double capacity, sometimes even overnight – like at London Gatwick, where we reopened the South Terminal in March 2022. Resuming operations was facilitated by the use of certain innovations.

We doubled traffic at our airports in 2022, with strong momentum in the Americas and excellent performance in Europe, particularly in Portugal and Serbia. The lifting of travel restrictions in China will gradually benefit our airports in Asia, where we are preparing for the return of international travellers by renovating Kansai International Airport. Meanwhile, traffic on our highways returned to 2019 levels, with over 240 million transactions. And in rail, the SEA high-speed line continued its recovery in 2022, climbing back to 87% of its 2019 volumes. ●●●

“It was the year of the comeback. In 2022, we successfully managed a dynamic recovery while maintaining excellent operational performance.”

●●● We rose to the challenge of this upturn while continuing to prepare for the future by developing a geographically diverse, robust, agile and resilient network. In 2022 we therefore established a new presence in a strategic country, Mexico. It is a major market, where traffic at our airports already exceeds 2019 levels, and presents significant potential for growth, particularly due to its proximity and close ties to the United States. Our partnership with OMA will enable us to create value there by harnessing a diverse portfolio including, for example, Monterrey airport, which we intend to turn into an international hub. Meanwhile, in Cape Verde, we signed a concession contract for the country's seven airports, where we will use our expertise to develop tourism. We also bolstered our position in Brazil by adding Manaus and six other airports in the Amazon region to our network. And in France, the integration of Annecy airport completed our alpine network. In highways, we signed a partnership agreement for our first concession in Brazil and consolidated our interests in the bridge concessions for the Tagus in Portugal, Prince Edward Island in Canada and Rion-Antirion in Greece. We have also been contracted by the Greek public authorities to extend the Athens-Patras highway concession by a further 75 kilometres. Lastly, we finalised our acquisition of 100% of TollPlus.

The successes of this year are all the more meaningful given that they underpin our positive vision of the future of mobility. Driven by VINCI Group's environmental ambition, we are doing everything we can to not only drastically cut carbon in our own operations, but also contribute to the decarbonisation of our entire value chain. 2022 was a remarkable year in environmental terms. We are surpassing our targets, having already reduced our direct carbon footprint (Scopes 1 and 2) by 43% compared with 2018 across our portfolio. Our concessions also already generate over 44 MWp of solar electricity, and dozens of hectares of forests are being planted or regenerated to capture our residual emissions in France, Portugal and Peru. On the back of this tangible progress, we have been able to commit to achieving net zero carbon emissions in our own operations (Scopes 1 and 2) by 2030 for all our airports in the European Union and London Gatwick.

We uphold our environmental and societal values all over the world, so that mobility can continue playing its role as a bridge between people and regions. Everywhere that we operate, we pay attention to our impact not only on passengers, but also on communities, which are central to our work and give it meaning. Lastly, we care about the professional fulfilment of our employees. Our work on gender equality attests to this, as does the rollout of our mentoring programme, Ellevate, through which we aim to develop our female talents. We know that our long-term performance will be built on the rich diversity of the profiles that we integrate and help develop. By recruiting local talents, training new generations, combatting inequality and stereotypes and increasing the number of women in our businesses, we are creating a lasting, positive impact.

And there can be no positive mobility without safety – both that of our teams, who operate our highway, airport and railway projects, and that of the people who travel on these networks every day. Despite the momentum of the recovery, we have continued to improve our performance in relation to safety, and we must maintain our efforts.

The outlook for the coming months is promising. We will continue to work on our major investment programmes, which are often carried out in partnership with VINCI Construction. In Serbia, a new airport hub will take form this year in Belgrade. In Japan, we are redeveloping Kansai airport to offer travellers an innovative and engaging international terminal. In Colombia, we are investing in a more modern highway between Bogotá and Girardot. And in the Czech Republic and Germany, we are continuing to redevelop sections of highway.

Continuing to encourage trade and discovery while reducing the carbon footprint of travel is the challenge of the century. But I am convinced that concessions offer a particularly effective model for action, as they enable us to combine the energy of the private and public sectors – driving lasting transformation that benefits everyone.

“Whenever a new piece of infrastructure anywhere in the world joins the VINCI Concessions family, it becomes part of a network that focuses on making progress, sharing best practices, continuously improving performance and making a tangible commitment to a reduced environmental footprint.”



# — Collectively committed to transformation



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



1

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

2

**OLIVIER MATHIEU,**  
Executive Vice President  
of VINCI Concessions

3

**VALÉRIE VESQUE-JEANCARD,**  
Managing Director of VINCI Airports  
(France, Chile and Dominican Republic)  
and President of VINCI Railways

4

**CHEIKH DAFF,**  
Director of Human Resources  
at VINCI Concessions

5

**ANNE LE BOUR,**  
Director of Communications and  
Innovation at VINCI Concessions

6

**BELEN MARCOS,**  
Executive Vice President of  
VINCI Concessions and President  
of VINCI Highways

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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.

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# — Leading the way



## VINCI AIRPORTS

VINCI Airports is the world's leading private airport operator, managing 65 airports in 12 countries in Europe, Asia and the Americas. As a comprehensive integrator that develops, finances, builds and operates airports, VINCI Airports leverages its investment capability and know-how to optimise operational performance and modernise these structures while helping them achieve their environmental transition. In 2016, VINCI Airports became the first airport operator to commit to an international environmental strategy, setting itself the aim of halving its direct carbon footprint by 2030 and reaching zero direct net emissions across its entire network by 2050.



## VINCI HIGHWAYS

VINCI Highways is one of the world's leading concessions companies in road mobility services. Its teams design, finance, build and operate highways, urban networks, bridges and tunnels across a network spanning 4,100 km in 15 countries. It also leads the way in the design and management of free-flow solutions, with millions of people signed up to its digital services all over the world. To guarantee a positive experience for drivers and lead the transition to more sustainable mobility, VINCI Highways always applies the highest standards in terms of performance, safety and innovation.





VINCI Concessions is a global leader in mobility infrastructure, operating over 80 airports, highways and railway projects all over the world through the VINCI Airports, VINCI Highways and VINCI Railways subsidiaries. Committed to safe, efficient and innovative mobility, we contribute to creating sustainable prosperity for the regions that trust us with their infrastructure, as well as the people who live there. Our integrated model enables us to harness complementary areas of expertise throughout the value chain. We design, finance, build and operate infrastructure for the general public and help the transport sector bring about the environmental transition that it needs to achieve.



## VINCI RAILWAYS

VINCI Railways designs, finances, builds and operates rail and urban transport infrastructure. Its integrated model, in synergy with all VINCI Group business lines, enables VINCI Railways to carry out a wide range of projects – not only standard and high-speed railway lines, but also metro lines, tramways, stations, guided transport and mobility systems. VINCI Railways draws on its extensive expertise to guide decision makers in the public and private sectors in all aspects of these projects: assuring investment capacity, optimising operational performance, modernising infrastructure and bringing about the environmental transition.



**209 million**  
passengers at our airports



**520 million**  
vehicles travelling  
on our highways



Over  
**100 million**  
passengers on the SEA HSL  
since it opened in 2017

# — A global network



**Over  
80**

airports, highways and railways

**65**

airports

- 29 airports in Latin America
- 5 airports in the US
- 25 airports in Europe, of which 12 in France
- 6 airports in Asia

**23**

countries

**22,600**

employees

**Over  
4,000**

km of highways

- No. 1 highway concession operator in Germany

**1<sup>st</sup>**

private operator of  
a high-speed line in France



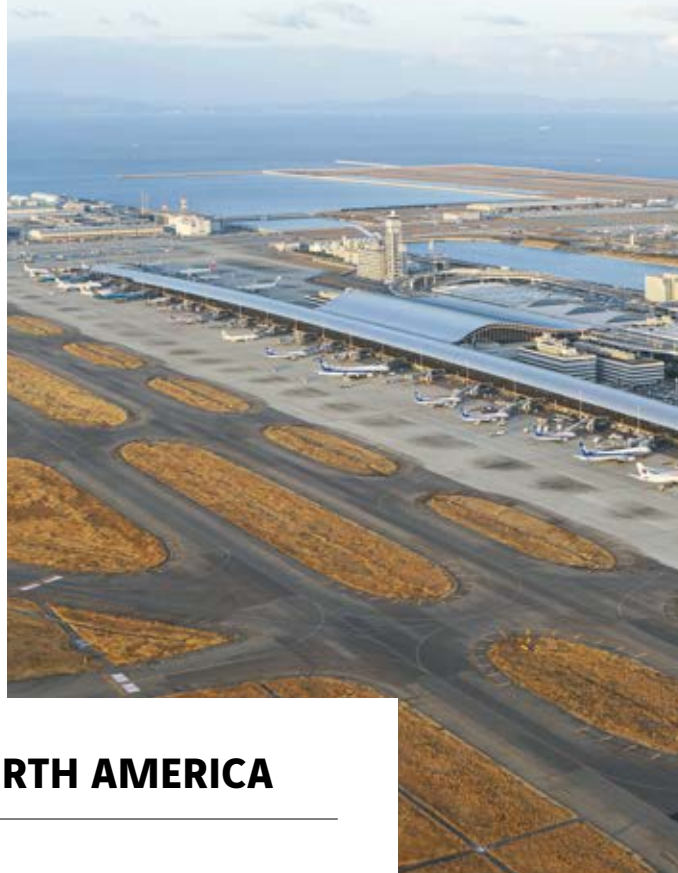




## EUROPE

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- 25 airports
- 5 road bridges and tunnels
- 12 highways and road networks
- 1 free-flow service contract
- 2,293 km under construction or in operation
- 302 km of high-speed railway line



## NORTH AMERICA

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- 5 airports
- 2 road bridges
- 2 highways
- 3 free-flow service contracts
- 280 km under construction or in operation



## CENTRAL AND LATIN AMERICA

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- 29 airports
- 4 highways
- 736 km under construction or in operation

## ASIA

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- 6 airports

## AFRICA

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- 7 airports awaiting financial close
- 1 highway awaiting financial close

# — Stories of a world on the move



**JANUARY**

## **Operations taken over at two airports in Brazil and France**

VINCI Airports took over operations at Brazil's third busiest airport for air cargo transport, Manaus, under a 30-year concession contract – as well as at Annecy Mont-Blanc in France under a 15-year contract, completing its alpine network.



**MARCH**

## **An ultra-modern hub in Santiago de Chile**

The inauguration of a new terminal spanning over 248,000 m<sup>2</sup> has made Santiago de Chile airport an international hub and the most modern in South America. The airport's capacity has climbed from 16 million to 38 million passengers per year by way of the expansion of the existing terminal, now used for domestic traffic.



## **A new stretch of road in Greece**

As part of the existing concession of the Athens-Corinth-Patras highway, VINCI Concessions and partners signed a contract with the Greek authorities to design, finance, build and operate a new additional 75 km stretch between Patras and Pyrgos.

**+ IMPACT FOR PROSPERITY  
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**APRIL**

## **A new look for the airport serving Serbia's capital**

Boarding Pier C at Belgrade airport opened as part of ongoing upgrade work carried out in synergy with VINCI Construction Grands Projets. This new area is already enhancing the passenger experience, with new spaces that align with VINCI Airports' signage and visual identity. Other features have been introduced at the

airport for the first time, including an open space departure lounge and moving walkways to facilitate passenger flows. The upgrade work at the airport is scheduled for completion in 2023.



## **Bolstered leadership in free-flow technology**

After acquiring 100% of highway toll collection and mobility solution specialist TollPlus in April 2022, in 2023 VINCI Concessions created a new brand, ViaPlus, to uphold its free-flow project development strategy.

**+ IMPACT FOR INNOVATION  
P. 67**



### **A new atrium at Las Américas airport in the Dominican Republic**

In a ceremony attended by Luis Abinader, President of the Dominican Republic, and Nicolas Notebaert and Aerodom teams, the new atrium of the passenger terminal was inaugurated at Las Américas airport in Santo Domingo, the nation's capital. By improving the passenger experience, this investment has enabled the airport to welcome travellers in style as soon as they arrive.

**+**  
**IMPACT FOR PROSPERITY**  
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### **JUNE** **A motorway acquisition in Canada**

VINCI Highways signed an agreement to acquire BPC Maritime Corporation from OMERS Infrastructure. This new acquisition holds a 65.1% stake in the concession company tasked by the Canadian government with designing, building and operating the Confederation Bridge, which crosses the Northumberland Strait and links the province of Prince Edward Island to the rest of Canada.



### **JULY** **Signature of a new airport concession contract in Cape Verde**

The Prime Minister of Cape Verde, Ulisses Correia e Silva, and Nicolas Notebaert signed a 40-year concession contract for seven airports in the Cape Verde archipelago.

**+**  
**IMPACT FOR PROSPERITY**  
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### **An airport solar power plant in Portugal**

Funded and developed by VINCI Airports through its photovoltaics subsidiary SunMind, Faro became home to Portugal's first ever airport solar power plant. With capacity of 3 MWp, it generates 30% of the airport's electricity requirements – reducing its CO<sub>2</sub> emissions by over 1,500 tonnes per year.

**+**  
**IMPACT FOR THE PLANET**  
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### **OCTOBER** **A successful runway resurfacing at London Gatwick**

London Gatwick airport finished resurfacing its main runway. The project was carried out without disrupting operations while using 30% of the amount of asphalt usually required for this type of resurfacing and thus reducing embodied carbon by a significant amount. What's more, all of the previous asphalt material was recycled for reuse as aggregate in road construction. Lastly, the installation of a temporary on-site asphalt plant reduced the distances travelled by lorries, bringing down emissions as a result.



### **Development of an international hydrogen landscape**

VINCI is a key industrial investor in the first global fund for low-carbon hydrogen, Clean H2 Infra Fund, which closed with €2 billion in allocations. In addition to this fund, VINCI Concessions contributed €10 million to the latest fundraising round of H2 MOBILITY, the leading provider of hydrogen charging points for road transport in Germany.





**NOVEMBER**

### Successful involvement of Cambodian airports for the ASEAN summit

The ASEAN summit took place in Phnom Penh from 8 to 14 November, on the back of air traffic recovering in Cambodia since the start of the year. Phnom Penh airport was the nerve centre of the summit, managing flights transporting heads of state and government from 19 countries. The Prime Minister of Cambodia and all stakeholders congratulated the airport teams for its smooth operations, which contributed to the success of the Summit and the country's reputation.



### In Colombia, the highway goes digital

On the Bogotá—Girardot highway, the tollbooths at Chusacá and Chinauta adopted contactless payments – technology that automatically processes user transactions. Promoted by VINCI Highways, this solution will be rolled out to other tollbooths on the highway to generate a positive impact in two ways: smoother traffic and less pollution.

**+**  
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### More routes and destinations in the VINCI Airports network

easyJet inaugurated a new seasonal connection between Rennes and Lisbon, illustrating its strong partnership with VINCI Airports and the momentum of the network's various airports. Four hundred new routes have opened in the VINCI Airports network since 2019, with 150 new destinations. And in 2022, the number of routes operated across the network returned to 80% of 2019 levels.



### The first step of a major investment in Japan

The first step in the project to renovate Terminal 1 at Kansai International Airport, which serves the city of Osaka in Japan, came with the inauguration of the new domestic flight zone. As traffic recovers, this new zone is enhancing the passenger experience through a more functional retail

area, reorganised around new shops and restaurants offering local specialities, as well as a new lounge. The next step of the project involves redesigning the international flight zone.

**+**  
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### Less We Can, a resource reduction challenge

Between November 2022 and February 2023, VINCI Concessions launched Less We Can, a new international innovations challenge to help reduce the consumption of energy and resources. It aims to identify existing in-house initiatives and gather ideas from employees on how to reduce energy use and its impact on the environment. Meanwhile, VINCI Airports launched a campaign to raise awareness on energy saving at its airports.

# A first look at 2023



**DECEMBER**

## **VINCI Airports touches down in Mexico**

In Mexico, VINCI Airports purchased 29.99% of OMA (Grupo Aeroportuario del Centro Norte). This operation has enabled the operator to add another 13 airports to its portfolio and establish itself in a new country with a growing market closely linked to that of the rest of North America.



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## **An agreement for the first highway concession in Brazil**

Following in the steps of VINCI Airports, which operates concessions in Salvador, Manaus and the Amazon region, VINCI Highways signed an agreement to establish itself in Brazil through a 55% majority stake in the Entrevias concession. The highway crosses the state of São Paulo from north to south. The concession has a remaining term of 25 years and covers two sections, spanning a cumulated length of 570 km.

**JANUARY 2023**

## **Biofuels at Toulon Hyères**

VINCI Airports has launched sustainable biofuels for aviation at Toulon Hyères airport. Made from used cooking oil, sustainable aviation fuels (SAF) bring emissions down by 80% compared to the conventional fuel, kerosene. Toulon Hyères is now VINCI Airports' third airport to offer sustainable biofuels after Clermont-Ferrand and Grenoble.

**+ IMPACT FOR THE PLANET P. 28-29**

## **A new strategic partnership to step up hydrogen mobility**

VINCI Concessions has invested €15 million in Hype, France's first integrated hydrogen mobility platform. This investment was accompanied by the implementation of a strategic partnership to step up the development of hydrogen mobility in France and beyond. Under this partnership, Hype will task VINCI Energies with building new hydrogen production and distribution infrastructure in the Greater Paris area.

**+ IMPACT FOR THE PLANET P. 34**

**FEBRUARY**

## **All eyes on alpine airports for the World Ski Championships**

With no less than 30 destinations and 15 airlines for the 2022-2023 winter season, the airports of Chambéry Savoie Mont-Blanc and Grenoble Alpes Isère renewed their winter operations, to the great delight of tourists. The season also saw the Alpine World Ski Championships take place in Courchevel and Méribel in February; airports were a major gateway for visitors to the international event.

## **VINCI Airports recognised for its quality of service**

The ACI, a global benchmark for airport service quality, has ranked the airports of Belgrade in Serbia, Porto in Portugal, Guanacaste in Costa Rica and Puerto Plata in the Dominican Republic among the world's best in their category. What's more, Osaka Itami in Japan has been named world number one in the OAG Punctuality League. These awards attest to VINCI Airports' capacity to maintain performance in quality of service, despite the context of a rigorous recovery.

## **Solar panels on Confederation Bridge in Canada**

VINCI Concessions continues to roll out its solar programme, having installed a photovoltaic power plant on the roof of the Confederation Bridge operations centre.



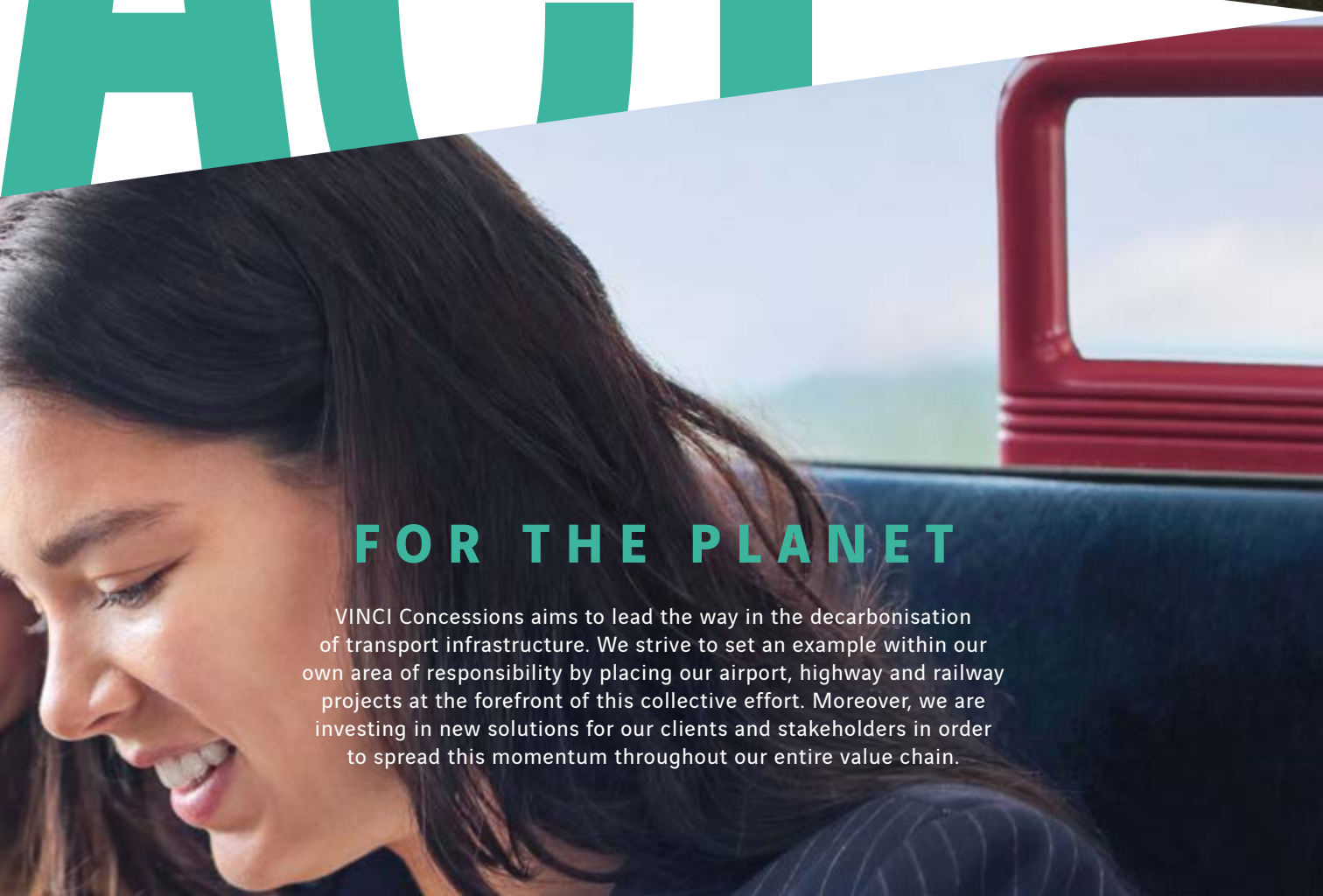
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# ACT



## FOR THE PLANET

VINCI Concessions aims to lead the way in the decarbonisation of transport infrastructure. We strive to set an example within our own area of responsibility by placing our airport, highway and railway projects at the forefront of this collective effort. Moreover, we are investing in new solutions for our clients and stakeholders in order to spread this momentum throughout our entire value chain.

# — The pathway to progress

## FOR THE PLANET

VINCI Concessions has reduced its CO<sub>2</sub> emissions by 43% since 2018 and is therefore ahead of schedule to meet its target of a 51% reduction by 2030. To ensure the success of this trajectory and assess the efforts required year on year, the action plan reached a new milestone in 2022 when it included review of the investments linked to reducing the carbon footprint of each airport within the VINCI Airports budget process.

### 2015

VINCI Concessions, **1<sup>st</sup> airport operator** to launch a worldwide environmental strategy, AIRPACT

### 2019

#### Updated 2030 objectives

to bolster the AIRPACT strategy:

- 0 pesticides by 2025 and 50% less water consumption by 2030
- 0 waste sent to landfill
- Net zero emissions (Scopes 1 & 2) by 2050 for all our concessions

### 2020

#### Sliding scale airport fees

implemented at sites in France and at London Gatwick

#### Rollout of Scope 3 emission calculation

(from the use of our infrastructure) for VINCI Concessions' entire scope



#### Waste reduction

**56%** of waste recovered and 38% recycled in 2022

#### TARGET FOR 2030

**0 waste** sent to landfill



#### Protection of natural environments and biodiversity

**80%** reduction in the use of pesticides in five years

#### TARGET FOR 2025

**0 pesticides** used



#### Water consumption reduction

**6.3%** reduction in water consumption per work load unit since 2018

#### TARGET FOR 2030

**50%** less per work load unit



#### Carbon footprint reduction

Reduced by **41%** since 2018

**14%** less energy consumption since 2018 (on a like for like basis)

#### TARGET FOR 2050

**0** net carbon emissions



**2021**

**€3 million**

invested in a fund  
for the regional  
transition  
by the SEA HSL  
between 2021  
and 2026

**Forest  
carbon  
sinks**

at Lyon-Saint Exupéry  
Airport

**Clermont-Ferrand  
1st**

French airport  
to provide  
SAFs, distributing  
up to 6% SAF content  
in fuel in 2022

**2022**

**#1**

international  
contributor  
to the ACI's

ACA programme,  
with 40 accredited  
airports (including  
11 at the maximum  
level, ACA 4+)

**44 MWp**

of installed capacity,  
thanks to photovoltaic  
panels in our network

**74%**

of electricity  
consumed by  
VINCI Concessions  
comes from  
renewable sources

**Almost**

**730**

electric vehicle  
charging stations  
across all our  
infrastructure

**TARGETS  
FOR THE NEXT  
FEW YEARS**

**51%**

reduction in direct  
greenhouse gas  
emissions  
(Scopes 1 & 2)

**Stepping up  
decarbonisation:**

- Continuation of massive investments in renewable energy production, with the aim of generating over 1 GW via photovoltaic solar plants
- Toulon Hyères set to become the 1<sup>st</sup> airport with net zero emissions (Scopes 1 & 2) in 2023, followed by Lyon-Saint Exupéry in 2026





Leading the way in our scope

## A new step for solar

### The energy of the future

Decarbonising our activities first means reducing our consumption to what is strictly necessary and using low-carbon technologies. Since 2018, VINCI Concessions has reduced its energy consumption by 16% through innovative solutions, such as a real time system to adapt lighting in line with vehicle traffic levels on the Athens-Patras highway in Greece. VINCI Concessions has also been working to reduce carbon emissions generated from energy consumption wherever possible – for example by developing solar energy production for self sufficiency, bringing the total installed power capacity of its network to more than 44 MWp. VINCI Airports is therefore rolling out an international programme as part of its 2030 net zero carbon emission target (Scopes 1 & 2) for its airports in the European Union. Meanwhile, VINCI Highways is installing photovoltaic power stations on the roofs of its operational buildings, including on the Ohio River Bridge in the USA, the A5 motorway in Germany, Lima Expressa in Peru, and soon the Athens-Patras highway and the Rion-Antirion bridge, both in Greece. And at VINCI Railways, five photovoltaic plants were installed on car park shade structures at maintenance bases for the South Europe Atlantic high speed rail line, with a total nominal capacity of 7 MWp. The regions served by VINCI Concessions' infrastructure also benefit from these





contributory investments. For example, by reinjecting excess electrical energy from solar photovoltaics back into the grid, VINCI Concessions has become the first private provider of solar electricity in the Dominican Republic, where it operates six airports.

### Solar plants at airports

A number of airports brought their photovoltaic facilities into service in 2022. In Serbia, the solar power plant at Belgrade airport was delivered. Its 3,000 photovoltaic panels will supply 1,200 MWh of energy to the airport every year, avoiding 900 tonnes of carbon emissions. And in September, VINCI Airports inaugurated Portugal's first airport solar power plant in Faro. With 3 MWp capacity, it covers 30% of the airport's electricity requirements, reducing its CO<sub>2</sub> emissions by over 1,500 tonnes per year. The plant was funded, developed and built and is now operated by SunMind, a subsidiary of VINCI Concessions and photovoltaic specialist. The operation marks a new step in VINCI Airports' environmental action plan in Portugal. ●

This first photovoltaic plant for self-sufficiency in Portugal is proof of our ambition to reach net zero carbon emissions in Europe by 2030.



**6,440**  
solar panels installed  
at Faro airport

**30%**  
of the airport's  
needs covered



Biofuels will be a crucial solution to reduce the carbon footprint of aviation in both the short and medium term, because the technology is already here – and VINCI Airports can play a key role facilitating that.

Leading the way in our value chain

## VINCI Airports rolls out sustainable biofuels in its network

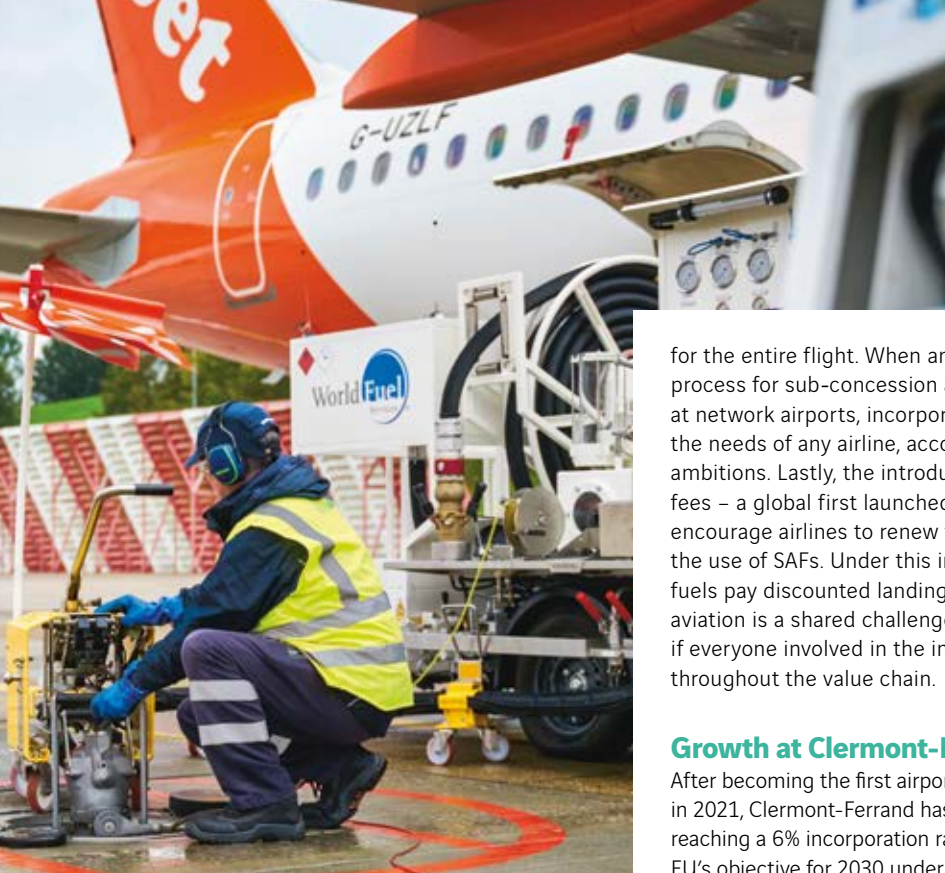
### Low-carbon air travel

Produced using renewable organic materials, sustainable second-generation biofuels known as sustainable aviation fuels (SAF) can reduce greenhouse gas emissions by 80% compared to the fossil fuels conventionally used in aviation. Aircraft engines and airport infrastructure do not need to undergo any major modifications to shift to these cleaner fuels, which can already be used when mixed with conventional kerosene. In the short term, they represent a valuable asset in the decarbonisation of aviation. VINCI Airports is leading the way in the promotion of this solution, which has an immediate impact. After rolling out SAFs at a French airport for the first time at Clermont-Ferrand, VINCI Airports also just introduced them at Grenoble and Toulon Hyères. What's more, in 2022 a number of flights ran on SAFs at London Gatwick, Lisbon, Porto and Lyon-Saint Exupéry, and a partnership has been signed to introduce them at airports in Kansai, Japan.

### The network effect

VINCI Airports is harnessing the strength of its network, which enables it to develop solutions at a large scale and work closely with aircraft refuellers, to convince airlines to make the switch to biofuels. By using biofuels at their departure and arrival airports, clients can reduce their environmental footprint





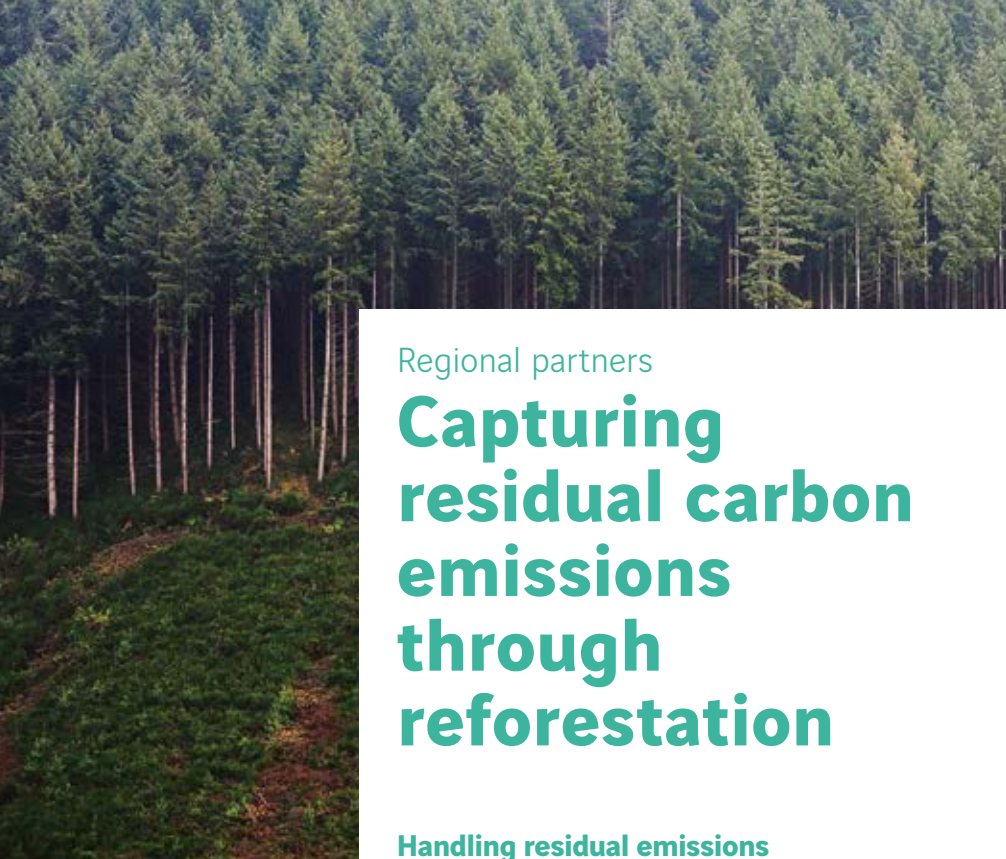
for the entire flight. When anticipated from the tendering process for sub-concession agreements for fuel stations at network airports, incorporating SAFs enables us to meet the needs of any airline, according to its decarbonisation ambitions. Lastly, the introduction of sliding scale landing fees – a global first launched by VINCI Airports to encourage airlines to renew their fleets – also encourages the use of SAFs. Under this incentive, airlines using these fuels pay discounted landing fees. Cutting carbon in aviation is a shared challenge that can only be tackled if everyone involved in the industry contributes throughout the value chain.

### Growth at Clermont-Ferrand airport

After becoming the first airport in France supplying SAFs in 2021, Clermont-Ferrand has continued to expand the service, reaching a 6% incorporation rate in 2022 – in line with the EU's objective for 2030 under the Fit for 55 policy. ●







Regional partners

## Capturing residual carbon emissions through reforestation

### Handling residual emissions

In addition to reducing emissions as much as possible, ensuring our operations reach net zero (Scopes 1 and 2) requires capturing residual emissions from our infrastructure. VINCI Concessions is therefore investing in forest carbon sinks that aim to do just that. These emissions will be sequestered through low-carbon label reforestation programmes in France, located in areas that are directly influenced by the concessions in our network but also benefit local biodiversity. What's more, VINCI Airports will enable airlines to use these certified projects to carry out some or all of their compulsory offsetting of French domestic flights in line with the provisions of the French Climate and Resilience Law of 2021.

### Carbon capture solutions

In France, Toulon Hyères and Lyon-Saint Exupéry airports aim to become the country's first to reach net zero Scope 1 and 2 CO<sub>2</sub> emissions in 2023 and 2026 respectively. To capture the residual emissions of these two airports, VINCI Airports has launched two local low-carbon label reforestation programmes in Lyon with the Rhône Departmental Council and the French forestry agency (ONF). VINCI Airports has also just signed a partnership with the region's Chamber of Agriculture to develop greenhouse gas reduction and capture projects through its new crop cultivation method.





Ten pieces of farmland to the east of Lyon will carry out assessments to identify the most effective ways of reducing greenhouse gas emissions and facilitate soil carbon sequestration. Meanwhile, Toulon Hyères airport has launched a reforestation project at the Lavandou forest with the Provence-Alpes-Côte d’Azur region, the ONF, the Méditerranée Porte des Maures regional community and the town of Lavandou. Lastly, in 2022 VINCI Airports also signed a partnership with Néosylva to set aside 150 hectares for reforestation over 30 years in the Brittany, Pays de la Loire and Auvergne-Rhône-Alpes regions, which should ensure 100 to 300 tonnes of CO<sub>2</sub> per hectare are captured. This will involve investing in privately-owned forests in these regions. Managing areas of forests that need to be renewed and providing the expertise and the investment required to carry out ecological services will contribute to their regeneration. ●

VINCI Concessions’ forest carbon sink programme is based on high quality French low-carbon certification and close connections between infrastructure and local stakeholders. It is a collective effort to reconcile agricultural, environmental and economic issues.



**Over 150**  
hectares of forest carbon sinks  
with French low-carbon certification

**Net zero**  
CO<sub>2</sub> emissions

Our target for 2023 at Toulon Hyères airport  
and for 2026 at Lyon-Saint Exupéry airport





Committed everywhere we operate

## Striving for the highest environmental standards everywhere

### Aiming to set an example

VINCI Concessions is rolling out its environmental action plan everywhere it operates, with clear objectives and a realistic roadmap: halving the Scope 1 and 2 carbon emissions generated by its activities by 2023, then maintaining efforts to reach net zero carbon emissions in all its in-house operations all over the world by 2050. To do so, structures in the VINCI Concessions network are reducing their energy consumption by carrying out audits and rolling out energy management systems. Tangible actions are also being implemented, such as the replacement of conventional lighting with LEDs, the renewal of heating and air conditioning facilities with new and more efficient equipment, and the optimisation of lighting and ventilation in tunnels. This purposeful and determined approach improves environmental performance while saving energy and contributing to the environmental transition everywhere that the VINCI Concessions network operates.

### An environmental case study in Peru

The example of Peru perfectly illustrates how VINCI Concessions is rolling out its strategy. VINCI Highways only established a presence in this market in 2017, but its subsidiary Lima Expresa has already made astonishing achievements in regards to the environment. By implementing VINCI Concessions' carbon plan, the subsidiary managed to reduce its direct emissions by around 40% between 2018 and 2022 through various energy efficiency initiatives: the installation of solar panels on site (including on tollbooth roofs), reducing annual emissions from electricity usage by 26%; the acquisition of electric vehicles, reducing emissions by 86%; and the signature of an agreement with energy provider Enel, guaranteeing that almost 2 million kWh of annual consumption comes from 100% renewable, emission-free energy. Furthermore, Lima Expresa has purchased carbon credits to capture its own residual emissions: 708 credits in 2021 as part of the Cordillera Azul project with Peru's





national service for the protection of natural areas, SERNANP, and 803 credits in 2022 for the national Tampobata reserve in the Madre de Dios region of the Amazon. In 2022, these achievements earned the company level four of the Peru Carbon Footprint programme promoted by the Peruvian Ministry of the Environment. To encourage sustainable mobility, Lima Expressa has installed a charging station for electric vehicles, which is freely available to its clients. The subsidiary is also working to reduce its impact in other ways, for example through waste recycling and the circular economy. The company therefore gathered six tonnes of waste electrical and electronic equipment (WEEE) to be recycled in 2022, and gave drivers the opportunity to pay for toll or parking services by recycling bottles as part of the Green Recharge initiative. Lima Expressa also signed the Clean Production Agreement (CPA) with the Peruvian Ministry of the Environment. The CPA outlines eight objectives to foster a positive impact in waste management. Since 2018, Lima Expressa has also reduced its water consumption by around half by replacing plant life along its roads with plants that require 40% less hydration, as well as by installing water saving taps and toilets in commercial buildings and tollbooths. ●



By successfully applying VINCI Concessions' environmental action plan in Peru, we have demonstrated that it can be adapted to all regions and rapidly create a positive impact.



**40%**  
reduction in direct emissions  
between 2018 and 2022

**50%**  
less water consumption





# Advancing hydrogen mobility

VINCI Concessions intends to take its rightful place in the development of low-carbon and renewable hydrogen in the mobility sector. Having already joined the Hy24 fund's initiative to structure the hydrogen market and create suitable infrastructure alongside Air Liquide and TotalEnergies, VINCI Concessions also joined the European Union's Alliance for Zero-Emission Aviation (AZE) in June 2022. AZE is made up of organisations that have committed to prepare for zero-emission aviation, particularly through hydrogen-powered and electric aircraft. What's more, VINCI Concessions made its first investments in hydrogen road mobility in 2022: firstly by contributing €10 million to a fundraising round by H2 MOBILITY, the leading provider of hydrogen charging points for road transport in Germany, and secondly by investing €15 million in Hype, France's first integrated hydrogen mobility platform. VINCI Airports is also working on its action plan, with the first hydrogen gas distribution station set to open soon at Lyon-Saint Exupéry, a hydrogen-powered bus service in place at Kansai International Airport, a partnership with Air Liquide, Copec and Colbún under way at Santiago airport and a project for a hydrogen-powered fleet of operational vehicles at its Portuguese airports. •



UK



EUROPE



PORTUGAL



## BIODIVERSITY RIGHT OFF THE RUNWAY AT LONDON GATWICK

The Biodiversity Action Plan at London Gatwick, operated by VINCI Airports, was recognised by the Wildlife Trust Biodiversity Benchmark for the eighth year running. In 2022, 20 environmental surveys were therefore carried out to list the 2,383 species found on the 75-hectare site. The airport is also partner to a number of associations, such as Surrey Butterfly Conservation, the British Trust for Ornithology and the Gatwick Greenspace partnership. This year, the Gatwick Greenspace Partnership gave 12 to 16-year olds the opportunity to take part in the Wild Wanderers Bush Camp, spending four days discovering flora and fauna on the land around the airport.



## BATTERY RECHARGING AT LISBON AIRPORT

VINCI Airports announced the creation of Portugal's largest ultra-fast charging centre at Lisbon airport with its partner Galp in July. The facility has five 180 kW ultra-fast chargers that can charge 10 vehicles at once in just 15 minutes, going from 20% to 80% charged. The project attests to VINCI Airports' ambition to contribute to decarbonising the entire mobility chain, from the runway to city streets.



# Salvador Bahia, an example of sustainable development in Brazil

Salvador Bahia airport in Brazil has inaugurated a complex for sustainable development, which encompasses an effluent treatment plant, a waste processing facility and a biodiversity centre that aims to develop initiatives to protect local wildlife. In addition to once more receiving “Green Airport Recognition” from ACI Latin America-Caribbean, the airport was also named the most sustainable in Brazil by the national civil aviation agency and has just obtained ISO 14001 certification. ●



To tackle the energy crisis this winter, VINCI Concessions took additional measures at its airports in France by setting the recommended temperature of 17 °C in large-capacity passenger areas and reducing light intensity.



## SUPPORTING THE REGIONAL TRANSITION

Set up by LISEA, concession holder of the South Europe Atlantic high-speed line (SEA HSL), and the line's maintenance company MESEA, the SEA investment fund for the regional transition chose 10 winning projects promoting integration through business in the six departments that the railway line passes through. For two years, these organisations will receive guidance and a total €300,000 in financial support for projects that foster the circular economy in construction.



# IMP







# ACT

## FOR PEOPLE

As a creator of connections between regions and a catalyst for economic development, VINCI Concessions places people at the centre of its activities. Our aim is to ensure everyone can travel safely, smoothly and responsibly for trade, work, visits to friends and family, and the discovery of other cultures. This positive impact inspires our projects while also applying to our own colleagues. We strive to create a respectful and inclusive working environment where everyone feels encouraged to unlock their full potential and harness their talent.



# — The pathway to progress

## FOR PEOPLE

Retaining talent, attracting new employees, bolstering teams' engagement and behaving as a responsible employer; VINCI Concessions is building on the four pillars of its HR policy to step up progress, focusing in particular on increasing the number of women in its workforce.



**20,400**  
**employees**

New teams from  
Via Salis (Czech Republic)  
integrated



**50**  
**nationalities**  
represented in  
our teams



**80%**  
**of people**  
**employed** locally



**15**  
**countries** in our  
network in Castor,  
the VINCI Group  
employee share  
ownership plan

**2020**

**20,500  
employees**

New teams from Manaus  
and Amazon airports (Brazil)  
and Annecy airport (France)  
integrated

**22,600  
employees**

New teams from  
OMA Airports (Mexico)  
and ViaPlus integrated

**2021**

**Support for the  
launch**

of the VINCI Foundation  
in Colombia

**35%**

of roles held by women

**Launch**

of **"Women On The Move"**  
a web series showcasing women's  
contributions to mobility

**2022**

**Over  
17,000**

hours of training  
provided

**Over  
3,000**

employees  
given training

**88**

employees on  
international transfers

**37%**

of roles held by women

**Launch**

of the Ellevate  
mentoring programme



## An action plan to boost women in mobility

### Women bringing about change

As a committed employer, VINCI Concessions considers that its long-term performance depends on its ability to create the conditions for professional equality and diversity. We believe that increasing the number of women in our workforce, particularly in more technical professions, can bring about real change. We are supporting and encouraging this process at all levels and in all our business lines by focusing on three priority areas: guiding women throughout their careers in all the countries in our network, offering them opportunities that align with their aspirations, and attracting more women to the mobility sector.

### Inspiring momentum

VINCI Concessions supports women in their careers everywhere it operates by offering them opportunities to move forward, working hand in hand with various local partners in the process. One way of laying the groundwork for the future is by teaching young women about careers in mobility. At VINCI Railways in France, site visits are regularly organised for groups of female high school students so they can learn about roles in railway operations.





And in Brazil, VINCI Airports works with engineering schools to raise students' awareness of airport infrastructure management. VINCI Concessions has also created a web series, "Women On The Move", which highlights women's inspiring careers.

### Guiding the future generation of women in management

We also aim to improve female representation at all levels of management and therefore contribute to meeting the target set by VINCI Group in 2019: doubling the number of women in the management and executive committees of the Group's business lines and divisions. The VINCI Concessions workforce is currently 37% women, but we aim to bring that figure to 40% by 2026. To prepare for this future generation of women in management, VINCI Concessions set up the Ellevate mentoring programme. Participants are mentored by a member of the Management Committee. The first 25 mentees took part in 2022. ●



The Ellevate mentoring programme is helping to prepare the next generation of leaders for their future responsibilities, while continuing to boost diversity at VINCI Concessions.



**37%**  
of the workforce  
are women

**96/100**  
Gender Equality Index score in 2022





# Rolling out VINCI Airports' model at Amazon airports

VINCI Airports took over operation of the airport of Manaus and six others in the Amazon region at the start of 2022. To recruit a new team of almost 250 employees, VINCI Airports successfully harnessed all of its HR expertise – starting with local synergy by involving teams at Salvador Bahia airport, operated by VINCI Airports since 2017, to facilitate the sharing of technical know how. Following a visit by the VINCI Airports Management Committee in April 2022, the main pillars of its corporate culture have been applied in the form of training programmes and initiatives to raise awareness on safety, ethics, diversity and inclusion, among other topics. Furthermore, the equitable recruitment process enabled us to achieve the same percentage of roles held by women at these airports as elsewhere in the network from the very first year of their integration. What's more, the teams already benefit from Castor International, VINCI Group's employee share ownership plan, a major tool for integration in the international network of the Group and its subsidiaries. The management of these new airports in the Amazon region has been assigned to Karen Strougo, previously the General Manager of a subsidiary of VINCI Highways in Peru, illustrating the momentum of internal mobility within the VINCI Concessions network. ●



## WOMEN LEADING THE WAY IN COLOMBIA

In Colombia, VINCI Highways is taking action to increase the number of women working in road infrastructure through its concession of the highway between Bogotá and Girardot. Over 400 women are working on the project to widen the highway. Of them, 14 took ground-breaking training in operating heavy construction machinery in 2022. In 2023, we aim to roll out that training to 50 women.





In Northern Brazil, there is immense human potential as well as economic, societal and local environmental opportunities, and VINCI Airports creates impact that goes far beyond the region. Its model as an engaged employer attracts new talents, fosters team spirit and reveals new leaders.



### GIVING WINGS TO YOUNG WOMEN IN CAMBODIA

Cambodia Airports established a partnership in 2022 with Happy Chandara, a school managed by Toutes à l'école, an association that works to help young women and girls in rural areas access education. The school's youngest students were invited to visit Phnom Penh airport for Environment Day, while the oldest were able to meet recruitment teams when Cambodia Airports took part at their school's jobs fair in June. The partnership also enables young women to take on student jobs which provide an income while empowering them to take their first steps in the world of work.

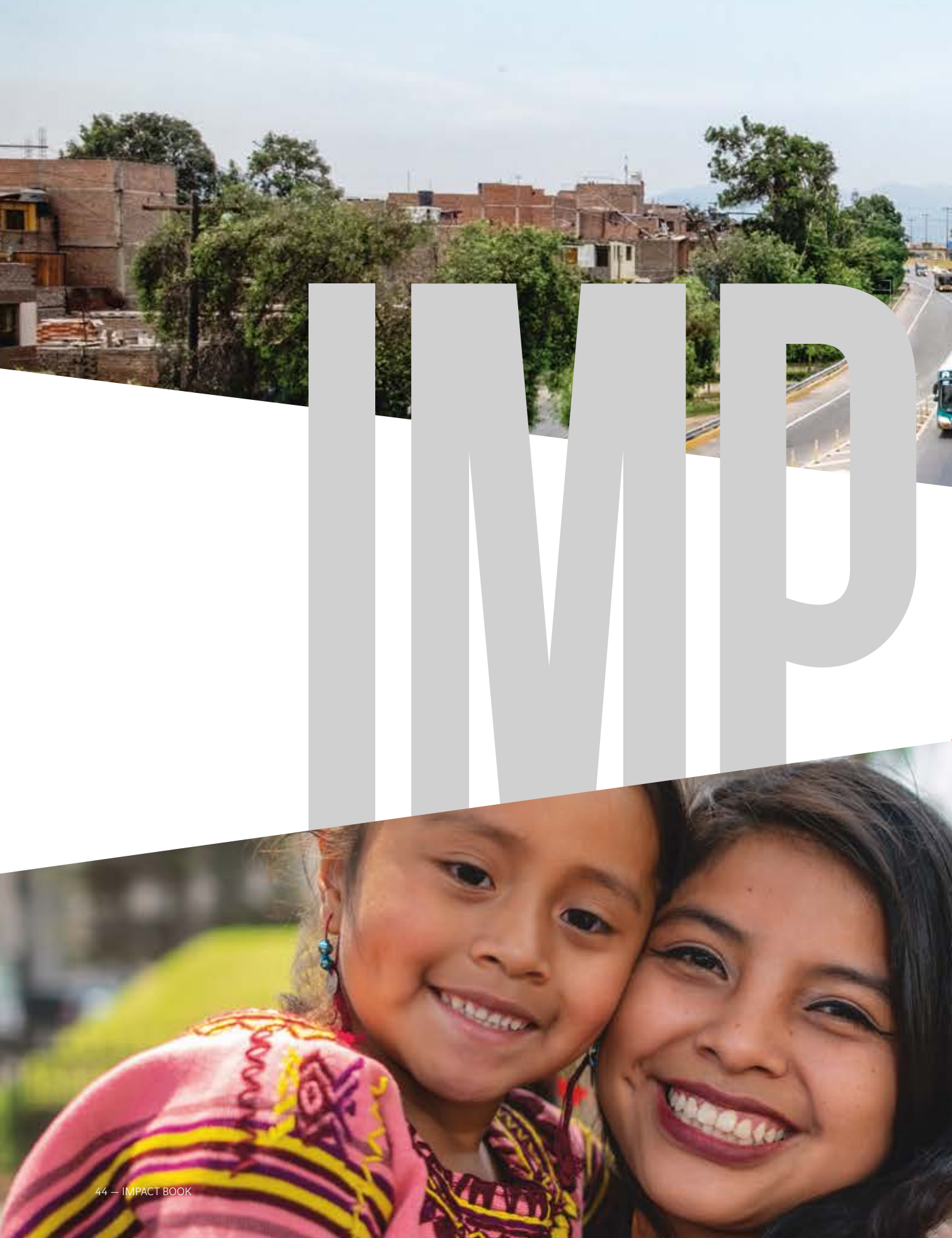


### ETHICS WEEK, A BENCHMARK EVENT FOR THE NETWORK

In 2022 VINCI Concessions launched its first Ethics Awareness Week at all its concessions. At the end of the week a specific day focused on combating corruption took place, reminding employees that they are expected to behave impeccably and take part in systems to prevent corruption as they carry out their day-to-day activities.







IMP





# ACT

## FOR PROSPERITY

Mobility is crucial to ensuring regions' vibrancy, as well as quality of life for their residents. We work with our concession grantors and local stakeholders, taking into account long-term challenges and the environment in particular, to create a positive impact for all. Harnessing our expertise, we provide bespoke solutions through our public-private model.

# — The pathway to progress

## FOR PROSPERITY

By developing its infrastructure, VINCI Concessions nurtures the appeal of regions all over the world. This positive impact is demonstrated by the growing transport figures for both people and goods. An efficient airport, a safe and innovative road network, and railway connections providing the best standards of service all mean more visitors, tourism and business for regions and countries.



**35**  
airports

**132 million**  
passengers

**17**  
countries



**3,101 km**  
of highways



**272**  
new routes

**Over  
156 million**  
passengers



**426 million**  
vehicles  
travelling on our  
highways



**70%**  
more traffic between  
Bordeaux and Paris  
within the first  
six months



**46**  
airports

**290**  
new routes



**Over  
3,560 km**  
of highways

**469 million**  
vehicles  
travelling on  
our highways



**13%**  
more traffic on the  
SEA HSL

**2016**

**2017**

**2018**



**325**

**new routes**

**255 million**  
**passengers**

**Delivery of the work to upgrade** Salvador Bahia airport (Brazil)

**Integration of London Gatwick airport** into the network

**Inauguration of the reworked runway** at Saint-Nazaire Montoir airport

**Launch of the work to upgrade** Belgrade airport



**65%**

**more ETC and free-flow users** on the highway network, totalling 1.3 million

**Opening of the Regina Bypass**



**20 million**  
**passengers** on the SEA HSL

**2019**



**53**

**airports**

**New airport concessions** in Brazil (Manaus and Amazon airports) and France (Annecy airport)

**Launch of the world's largest investment fund** for carbon-free hydrogen

**Launch of upgrade work** at Kansai International Airport

**Inauguration of the freight terminal** at Santo Domingo's international airport (Las Américas) in the Dominican Republic

**Delivery of the work to upgrade** the Toulon Hyères civil and military aviation hub by VINCI Airports



**Over 4,000 km**  
**of highway**



**2nd**  
**busiest HSL** in France after five years of service

**2021**



**65**

**airports**

**400**

**new routes** opened since 2019, with 150 new destinations

**209 million**  
**passengers**

**#1**

**private airport operator** worldwide



**Over 4,100 km**  
**of highway**

**520 million**  
**vehicles** travelling on our highways



**Over 100 million**  
**passengers** on the SEA HSL since it opened in 2017



Present in  
**23 countries** across four continents

**10**

**airports and highways** undergoing construction, expansion and modernisation all over the world

**2022**





Driving economic  
and environmental progress

## Boosting the competitiveness of airports all over the world

### Working towards the highest standards

As the world's leading private airport operator, VINCI Airports plays an active role in transforming infrastructure that is crucial to countries' appeal and momentum in business and tourism. In Portugal, for example, VINCI Airports' strategy has doubled the country's air traffic since the concession began in 2013 by opening new routes and welcoming new airlines. That same momentum can be found at Nantes, where VINCI Airports has supported strong local demand for regional mobility rooted in both business and tourism.

### Acquiring a new strategic position in Mexico

By acquiring a 29.99% stake in OMA in 2022, VINCI Airports became the biggest shareholder in a group that will, until 2048, operate 13 airports in Mexico, a country that presents excellent potential for growth. VINCI Airports will therefore contribute to the development of a wide and varied portfolio that includes the international airport in Monterrey, Mexico's second largest city and industrial capital, as well as airports focusing on regional travel and tourism located on the Pacific coast and in the





centre of the country. Mexico is the third most populated country in the Americas, and its market for air travel stands to grow significantly. Passenger traffic at OMA airports in 2022 had already returned to 99% of 2019 levels. With this acquisition, VINCI Airports established itself in a new country and reinforced its position in a market closely linked to that of the rest of North America.

### Leveraging all of VINCI Airports' experience

VINCI Airports will roll out its long-term partnership model to support Mexico's growing economy and tourism industry, enabling OMA to benefit from its commercial expertise in airlines, passengers and regions. VINCI Airports will also harness its environmental know-how; one of its aims is to bring the airports' photovoltaic capacity to 20 MWp, which would cover 25% of their energy requirements. ●

By sharing its expertise, VINCI Airports will enable OMA to reach new milestones in its development and future ambitions.



**13**  
airports

**23** million passengers at  
OMA's Mexican airports in 2022







Experts in regional connectivity

## For infrastructure that connects us and drives momentum

### Building connections, an essential function

VINCI Concessions develops infrastructure to open up regions and optimise their connectivity while improving links between inhabitants, working in consultation with stakeholders and striving to provide mobility solutions that satisfy different local needs.

### In Greece, the network continues to grow

In March 2022, VINCI Concessions and its partners signed a contract with the Greek authorities to design, finance, build and operate a new 75 km stretch of highway between Patras and Pyrgos for a total investment of €331 million. This extension comes in addition to the existing Athens-Corinth-Patras highway concession. The extension will boost road safety and the economy, while making the drive 40 minutes quicker. By opening up regions, enhancing port connections and facilitating access to the historical site of Olympia, this hotly-awaited new stretch of road will drive momentum for the economy and tourism of the Peloponnese. •



Building the new Patras-Pyrgos highway section will considerably enhance mobility in the western Peloponnese, with a positive impact on road safety.







## TRANSFORMATIONS AT AIRPORTS, FROM BELGRADE TO OSAKA

In 2022, VINCI Airports continued to transform its infrastructure to enhance regional appeal. In Serbia, a new phase of the project to upgrade Belgrade airport was completed when Pier C went into service, bringing the number of gates available at the terminal to 19. Meanwhile, in Japan, the delivery of a new domestic flight zone kickstarted the reconfiguration of Kansai International Airport – a major project preparing the hub to become the “first pavilion” of the universal exposition in Osaka, Kansai in 2025.



## €730 million

investment to make Belgrade airport  
a new hub for Eastern Europe

Kansai International Airport,

## 1<sup>st</sup> pavilion

of the 2025 universal exposition in Osaka





## Signature of the concession contract for 7 airports in Cape Verde

As a result of the country's strong economic growth, stable political environment and thriving tourism sector, air traffic in Cape Verde rose by 5.6% on average every year between 2010 and 2019. By taking over operation of the archipelago's seven airports, VINCI Airports intends to support its momentum, particularly by developing tourism through projects highlighting the cultural identity of each island. VINCI Airports will also contribute to the country's environmental transition by rolling out an action plan. This 40-year concession will capitalise on the expertise shown in VINCI Airports' successful collaboration in Portugal, where the ANA subsidiary holds the concession to 10 airports.



### ON THE D4 PROJECT IN THE CZECH REPUBLIC

The Czech Republic's future D4 Via Salis highway, built as part of a public-private partnership (PPP) led by VINCI Highways, will link Příbram in Central Bohemia to Písek in South Bohemia. One year after the first stone was laid in this major infrastructure project, the Czech Republic's Minister of Transport Martin Kupka and Nicolas Notebaert visited the site to see how the work was progressing. The D4 is the country's first highway-related PPP, as well as its first ever full BIM project.







Our partnership with the Republic of Cape Verde will focus on developing the potential of the archipelago's tourism industry through a long-term growth strategy.



## THE FIFTH PPP AND OTHER MAJOR PROJECTS IN GERMANY

Work to build and expand the B247 federal road in Germany began in spring 2022. By linking the north of Thuringia to the regional capital, Erfurt, and improving the area's highway connections, this 22.2 km section between Mühlhausen and Bad Langensalza will boost the local economy. This €500 million investment is part of a 30-year PPP granted to VINCI Highways by the German public authority responsible for developing transport infrastructure. This makes VINCI Highways the leading private operator in Germany, with a network of over 230 km in total. The B247 is the first federal road built and operated as part of a PPP in Germany, and VINCI Highways' fifth PPP of any kind in the country.

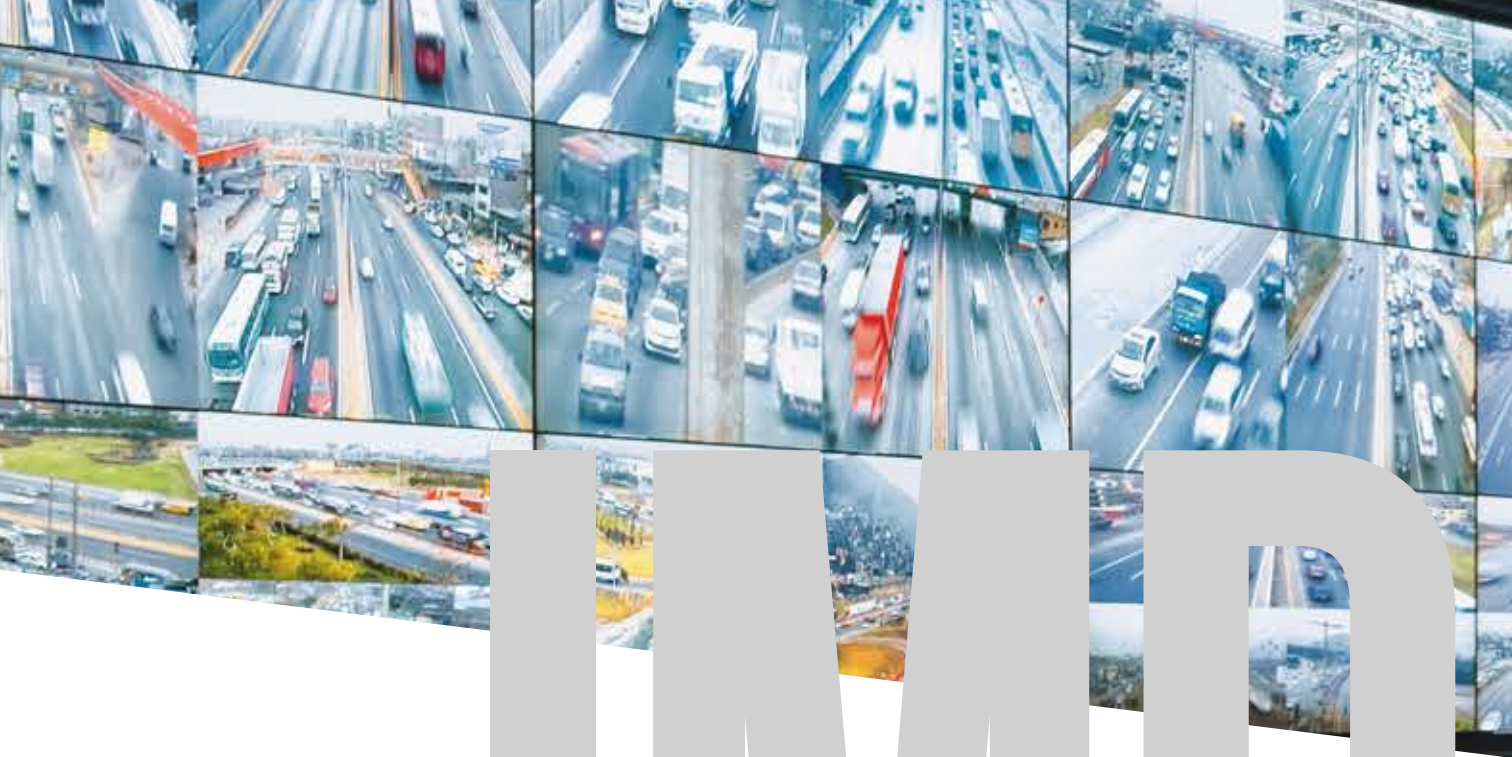


## A RENOVATED GATEWAY TO THE DOMINICAN REPUBLIC

Las Américas international airport is the main gateway to travellers touching down in the Dominican Republic. Following a full renovation, the airport's new central atrium was inaugurated in April 2022. This investment of around €14 million has enhanced the passenger experience by providing a richly varied array of shops and restaurants, as well as upgraded areas for security and immigration checks.







# IMP





# ACT

## FOR SAFETY

Protecting people and ensuring the safety of our teams is always our utmost priority, and we aim to achieve our zero accident goal everywhere we operate. By training people, raising awareness and rolling out innovative systems at our infrastructure for travellers and employees alike, we strengthen the safety culture that we share with our entire network every day.

**2016**

**24.52**

frequency rate<sup>(1)</sup>

**2017**

**17.62**

frequency rate<sup>(1)</sup>



**Implementation of  
*BeSafe*,**

a safety and security  
reporting system for  
VINCI Concessions  
sub-contractors

**2018**

**14.57**

frequency rate<sup>(1)</sup>

**2019**

**9.06**

frequency rate<sup>(1)</sup>

**44%**

of entities  
with zero lost-time  
workplace accidents<sup>(2)</sup>



**Introduction of  
Safety  
Week**

at all entities



# The pathway to progress

## FOR SAFETY

VINCI Concessions has brought its lost-time workplace accident frequency rate down by 75% since 2016. What's more, 63% of its entities had zero lost-time workplace accidents in 2022, up from 44% in 2019. Each project or concession is an opportunity to drive forward the safety of users and employees by rolling out training, organising campaigns to raise awareness and introducing innovative technological solutions.

**2020**

**5.86**

frequency rate<sup>(1)</sup>

**45%**

of entities  
with zero lost-time  
workplace accidents<sup>(2)</sup>



**Launch of  
Dokit,**  
a tool for sharing  
experiences

**2021**

**6.79**

frequency rate<sup>(1)</sup>

**50%**

of entities  
with zero lost-time  
workplace accidents<sup>(2)</sup>

**2022**

**5.84**

frequency rate<sup>(1)</sup>

**63%**

of entities  
with zero lost-time  
workplace accidents<sup>(2)</sup>

**Introduction of an  
e-learning  
course**

on committing to a  
shared safety culture

(1) Workplace accident frequency rate for VINCI Concessions' own staff in its scope of consolidation.

(2) Percentage of entities whose accident frequency rate is 0 per year. Scope managed: own and temporary staff.



# A long-term, innovative partner for safe mobility

## Safety, our priority and culture

VINCI Concessions has made safety a priority in all of its business lines, and each of its projects bears the hallmark of its safety culture. In Colombia, for example, teams on the Via 40 are using geolocation so they can intervene rapidly when accidents occur. In Germany, work to upgrade the country's most strategic highway is being carried out in the right conditions to ensure safety. And in Japan, weather risks are anticipated upstream, so that Kansai International Airport can continue to function smoothly.

## A safer highway in Slovakia

In September 2022, VINCI Highways celebrated the tenth anniversary of Via Pribina, the first highway-related public-private partnership (PPP) in Slovakia. Since going into service, Via Pribina has brought down accidents by 84% compared to the previous roadway. The infrastructure continues to incorporate innovations to improve road safety, such as an early warning system that detects vehicles driving in the wrong direction. ●



**130 million**  
vehicles on the Via Pribina in 10 years

**84%**  
fewer road accidents



## A SHARED CULTURE BETWEEN AIRPORTS IN BRAZIL

Salvador Bahia airport committed to its zero accident target in 2018. Based on a diagnosis of its safety culture drawn up in 2020, airport management then launched a behaviour-based programme, OBA, in 2021. The first aim of the programme was to get all employees involved, so that teams and management felt comfortable working together to identify solutions that would eliminate risks on the ground. All employees and sub-contractors were given training. Based on that experience, teams at Salvador were then able to apply this culture of safety when the seven airports in the Amazon region joined the network – and their shared knowledge was strengthened further during the 2022 Safety Week.



0

**workplace accidents** at Salvador Bahia in 2022, compared to 4.35 in 2020







# IMP



# ACT

## FOR INNOVATION

We constantly anticipate regional changes and users' transforming expectations so we can provide ever-smarter and more responsible mobility at our infrastructure. Our innovative solutions leverage the power of digital technology and artificial intelligence to drive all of our activities forward, make our structures smarter, optimise flows and enhance the passenger experience.

# — The pathway to progress

## FOR INNOVATION

With five centres of excellence for innovation across the world and new technology partnerships, VINCI Concessions innovates as a network to improve all its airport, highway and railway projects. Its approach focuses in particular on ensuring smooth traffic flows, resilience, and safety, as well as protecting the environment, in every aspect of its operations.

**2016**



**Creation  
of the Innovation  
Department** at  
VINCI Concessions  
and the Innovation  
Committee at  
VINCI Airports

**2018-2019**



**5 centres**

**of excellence** open  
in London, Lisbon, Lima,  
Lyon and Bordeaux to  
coordinate innovation  
that serves the entire  
network

**1st**

**internal Innovation  
Challenge** at  
VINCI Airports, with  
100 ideas put forward

**Launch**

**of the first Community  
App** at VINCI Airports



**2020**

## Creation

of the **VINCI Concessions Innovation Committee** to develop a culture of innovation in-house

**100**

**innovative projects** gathered as part of the internal challenge



## Launch

of **Mona**, the first travel assistant that uses facial recognition technology, at Lyon-Saint Exupéry airport

**1st**

**artificial intelligence** solution launched by LISEA-MESEA, focusing on predictive maintenance

**2021**

## Creation

of the Innovation Committee at VINCI Highways

**Over 150**

**innovative initiatives** identified in the concessions network



## Launch

of **Airturn**, an app that optimises aircraft rotations at London Gatwick

**3**

**airports** are introducing humanoid robots, an innovative solution to enrich the passenger experience and customer service

## Implementation of contactless kiosks

and biometric solutions to enhance the passenger experience



## Launch

of **smart infrastructure** by LISEA-MESEA on the SEA HSL to optimise maintenance

**2022**

## Launch

of a **new platform for open innovation** by VINCI Concessions, Innovate, which is available to all employees

**Over 245**

**innovative initiatives** underway as traffic recovers



## Creation

of **ViaPlus**, a worldwide expert in free-flow mobility

## Start

of the **Smart Tunnel project in Greece** to make highways smarter and more resilient

## Launch

of **energy efficient solutions** for outdoor lighting to reduce carbon emissions

## Rollout

of a **solution that harnesses artificial intelligence to detect illegal items** at London Gatwick airport, reducing the risk of error



# Smarter infrastructure for the rise of mobility

## Agility and flexibility

Smart infrastructure represents the path to the future and the long-term transformation of mobility. VINCI Concessions has made this area a strategic focus that covers the design, operation and maintenance of airport, highway and railway sites. This enables us to anticipate increased traffic flows by introducing scalable technological solutions, keep pace with a changing industry – particularly in relation to electric mobility – and reinforce the resilience of our infrastructure to the effects of climate change.

## Cutting-edge tools to enhance railway performance

As the operator of the SEA high-speed line between Tours and Bordeaux, VINCI Railways innovates to maintain performance at this infrastructure, which has achieved a regularity rate of 95% since going into service. At the maintenance centre in Villognon, a VINCI Concessions centre of excellence for innovation in rail, the teams that operate the line have developed a drone that can automate measurement processes during overhead catenary line maintenance operations carried out at night and make them autonomous. Another innovative example is the integration of LiDAR 2D, also used to carry out more reliable and economical measurement operations.

What's more, in 2022 a platform that makes use of the line's data, SEACloud, was used as part of a new case study that replaced manual monitoring at single workstations with real-time automated monitoring. The aim was to better detect weak points and improve performance and safety at facilities. ●

**95%**  
regularity on the SEA  
high-speed line since  
it opened in 2017





## ARTIFICIAL INTELLIGENCE TO IMPROVE HIGHWAYS

The Athens-Corinth-Patras highway uses IoT, big data and AI technology to anticipate maintenance problems in its tunnels. This approach enables teams to plan predictive maintenance operations by consolidating different sources of data, for example sensors installed in equipment and vehicles, satellite images and information about weather conditions. In the Smart Tunnel project, the benefits of AI have been harnessed to improve highway maintenance in terms of road safety, quality of service and cost reduction. For example, lighting conditions in the tunnel are measured constantly so that the lights can be automatically adjusted to better suit drivers' needs. This system can generate an overall saving of up to 10%.







## New ideas for better flow management

### Innovation, the key to effective mobility

VINCI Concessions has been working to optimise flow management at airport, highway and railway infrastructure to keep up with the growth of travel. With this in mind, its centres of excellence offer innovative solutions that reduce waiting times at airport security checkpoints, harness AI to automatise processes such as the analysis of images from x-ray luggage scanners, and develop free-flow services for highways. In 2022, some of these innovations – like biometrics – helped ensure that operations could resume successfully.



Biometrics improve operational flexibility and give passengers more time to enjoy the services on offer at our airports.

### Safe and contactless travel at the airport in Lisbon

After Lyon-Saint Exupéry, where VINCI Airports launched the first biometric assistant in 2020, it was time for Lisbon airport to go biometric. This pilot project has enabled people travelling to EU destinations to go contactless within the terminal. Under the trial, passengers undergo a biometric scan after check in. This means that when they get to the departure gate, they do not have to get out their boarding pass and ID card or passport again, thanks to biometric facial recognition. ●





## THE FREE-FLOW HIGHWAY

Locally and internationally, congestion in transport networks remains a key challenge that holds back development, harms the environment and generates disruption. Digital payment solutions on highways reduce congestion and improve environmental performance by bringing down the number of drivers stopping at tollbooths. By launching its new brand for free-flow mobility, ViaPlus, VINCI Concessions is reinforcing its leading position in stepping up the future development of these technologies. Meanwhile, VINCI Highways is continuing to introduce digital payment methods on the roadways in its network – for example in Colombia, on the Bogotá-Girardot highway, and in Peru with Lima Expresa, a VINCI Concessions centre of excellence for Innovation in highways.







## New experiences for passengers

### Innovations to enhance customer service

The third area where VINCI Concessions is harnessing the power of innovation is the passenger experience. By working as a network and acquiring in-depth knowledge of its users, VINCI Concessions continuously tests innovative solutions at its infrastructure before rolling them out more widely to improve the overall travel experience, making journeys smoother and more enriching.

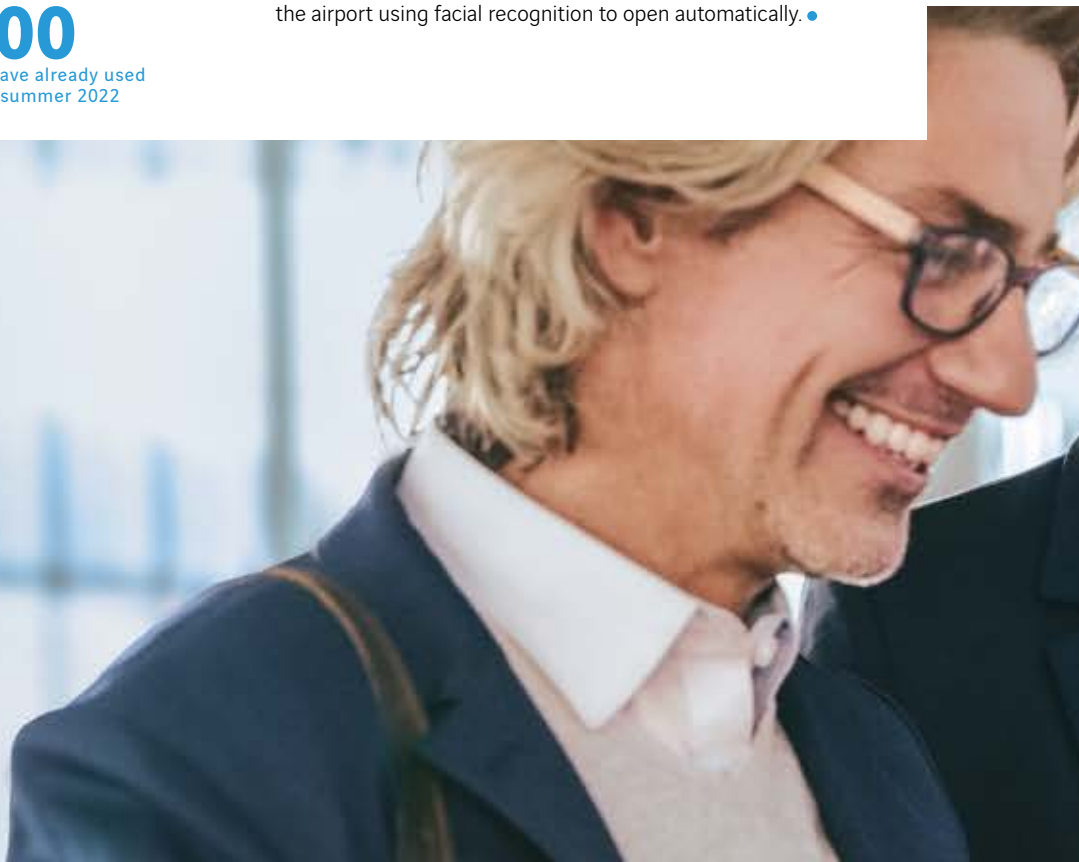
### Mona on the move in Lyon

In 2022, Lyon-Saint Exupéry – one of the VINCI Concessions centres of excellence for innovation in airports – launched Mona, a fully digital experience for all passengers. Mona is a travel companion in the form of a mobile app that offers a small e-commerce range and a smoother travel experience by providing real-time flight information and tips. It can also tell passengers how to get to and from the airport. Mona even offers biometric solutions on some flights, with gateways at the airport using facial recognition to open automatically. •



**5,000**

travellers have already used  
Mona since summer 2022







### ROBOTS TO HELP PASSENGERS

To give passengers fast and interactive information, VINCI Airports is testing out humanoid robots at Lisbon and Kansai airports – both at luggage areas and to direct passengers towards security checkpoints more easily. In 2022, Belfast airport tested robots at a large casual dining area, where they greeted and served customers, supporting staff and optimising cleaning processes.



# 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				
Annecy Haute-Savoie Mont-Blanc	France	100%	2036	
Chambéry Savoie Mont-Blanc, <sup>(1)</sup> Clermont-Ferrand Auvergne, <sup>(1)</sup> Grenoble Alpes Isère, <sup>(1)</sup> Pays d'Ancenis <sup>(1)</sup>	France	100%	From 2025 to 2029	
Toulon Hyères	France	100%	2040	
Nantes Atlantique, Saint-Nazaire Montoir <sup>(3)</sup>	France	85%	2021	
Rennes, Dinard Bretagne <sup>(1)</sup>	France	49%	2024	
Lyon-Bron, Lyon-Saint Exupéry	France	31%	2047	
Salvador Bahia	Brazil	100%	2047	
Amazon Airports <sup>(2)</sup> (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 <sup>(4)</sup>	United States		2030	
Atlantic City International, New Jersey <sup>(4)</sup>	United States		2026	
Macon Downtown, Georgia <sup>(4)(5)</sup>	United States		2023	
Middle Georgia, Georgia <sup>(4)(5)</sup>	United States		2022	
Kansai International, Osaka Itami, Kobe	Japan	40%	2060	
OMA <sup>(6)</sup> (Monterrey, Chihuahua, Ciudad Juárez, Culiacán, Mazatlán, Acapulco, San Luis Potosí, Torreón, Zihuatanejo, Durango, Zacatecas, Tampico and Reynosa)	Mexico	29.99%	2048	
Lisbon, Porto, Faro, Beja, Ponta Delgada, Horta, Flores, Santa Maria, Funchal and 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	
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	60 km	Germany	50%	2047
A9 Motorway	47 km	Germany	50%	2031
B247 Motorway <sup>(7)</sup>	28 km	Germany	50%	2051

Infrastructure	Network under concession	Country	Stake held	End of contract
Regina Bypass	61 km	Canada	38%	2049
Fredericton-Moncton Expressway <sup>(8)</sup>	195 km	Canada	25%	2028
Bogotá-Girardot highway <sup>(7)</sup>	141 km <sup>(9)</sup>	Colombia	50%	2042
Athens-Corinth-Patras-Pyrgos highway	276 km <sup>(10)</sup>	Greece	30%	2038-2044
Maliakos – Kleidi highway	230 km	Greece	15%	2038
Lima expressway	25 km	Peru	100%	2049
D4 Highway <sup>(7)</sup>	47 km	Czech Republic	50%	2049
Newport bypass	10 km	United Kingdom	50%	2042
Isle of Wight road network <sup>(11)</sup>	821 km of roads and 767 km of pavements	United Kingdom	50%	2038
Hounslow road network <sup>(11)</sup>	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 (11 km)	France	100%	2086
Prado-Carénage tunnel	Tunnel in Marseille (2.1 km)	France	33%	2033
Southern Prado tunnel	Tunnel in Marseille (1.9 km)	France	59%	2055
Puymorens tunnel	Tunnel in the Pyrenees (5.5 km)	France	100%	2037
Confederation bridge	Prince Edward Island – mainland	Canada	85%	2032
Ohio River Bridges – East End Crossing	Bridges and tunnel connecting Kentucky and Indiana	United States	33.3%	2051
Charilaos Trikoupis bridge	Peloponnese – mainland	Greece	72.3%	2039
Bridges on the Tagus	Two bridges in Lisbon	Portugal	49.5%	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

#### STADIUMS

Bordeaux Stadium (Matmut-Atlantique)	42,000 seats	France	50%	2045
Stade de France	80,000 seats	France	67%	2025
Le Mans Stadium (Marie-Marvingt)	25,000 seats	France	100%	2044
Nice Stadium (Allianz Riviera)	36,000 seats	France	50%	2041

#### MISC. PUBLIC FACILITIES

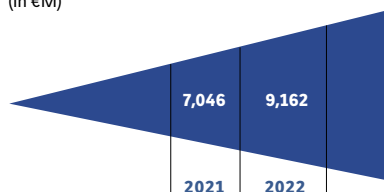
Automation of river dams (BAMEO)	31 dams on the Aisne and the Meuse rivers	France	50%	2043
Nice-Côte d'Azur Airport car rental centre (Park Azur)	Building of 60,000 m²	France	100%	2040
Public street lighting in Goussainville (G'illumine)		France	100%	2026
Public street lighting in Rouen (Lucitea)		France	100%	2027
Eborn charging points for electric vehicles	1,200 fast charging stations in southeast France	France	20%	2028
Martinique BRT (Caraibus)	14 km	France	100%	2035

(1) Service, management or public service contracts. (2) After signing a concession contract in September 2021, VINCI Airports took over operations at Manaus airport on 12 January 2022 and at six other airports in the region (Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé) in February 2022. (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) Service contract. (5) The management contract was terminated in late August 2022. A call for tenders is under way. The management contract has been renewed for an additional month every month since August. (6) The acquisition came into effect on 8 December 2022. (7) Under construction. (8) Maintenance contract. (9) Including 65 km to be widened. (10) Including 75 km under construction. (11) Upgrade, maintenance and upkeep contract.

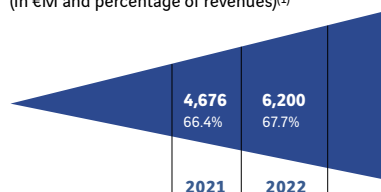


# Financial indicators for the VINCI Group's concessions

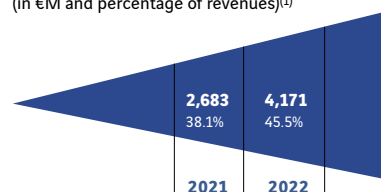
**Revenues<sup>(1)</sup>**  
(in €M)



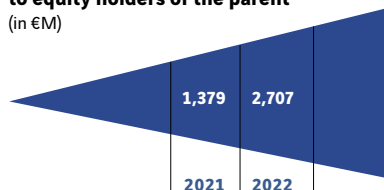
**EBITDA<sup>(2)</sup>**  
(in €M and percentage of revenues)<sup>(1)</sup>



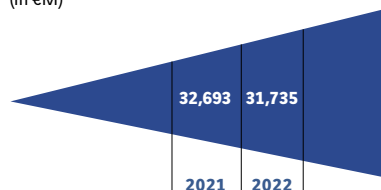
**Operating income from operations**  
(in €M and percentage of revenues)<sup>(1)</sup>



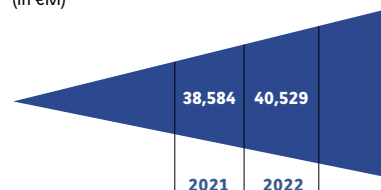
**Net income attributable to equity holders of the parent**  
(in €M)



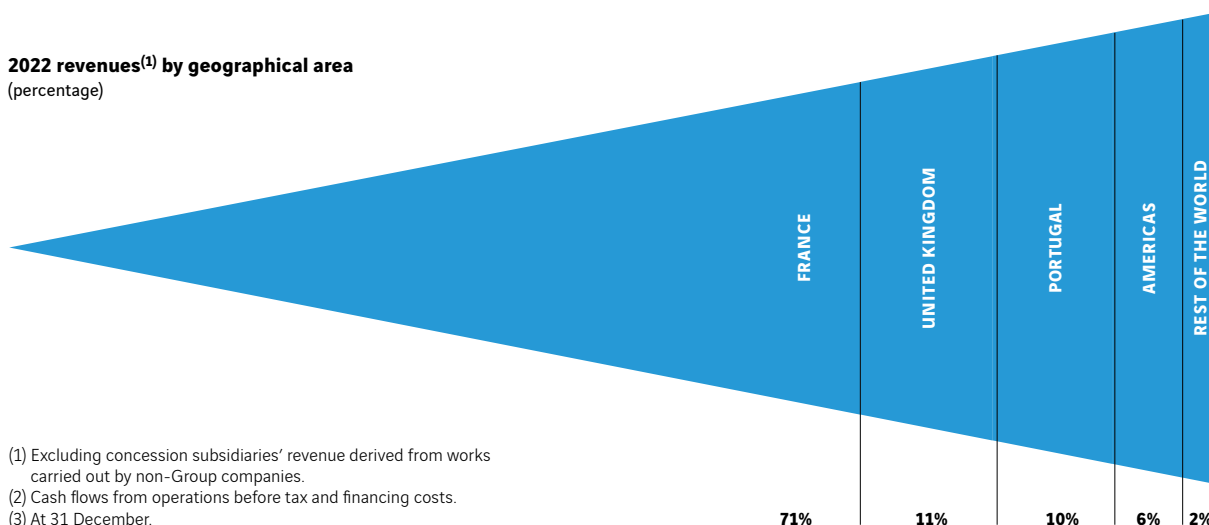
**Net financial debt<sup>(3)</sup>**  
(in €M)



**Capital employed<sup>(3)</sup>**  
(in €M)



**2022 revenues<sup>(1)</sup> by geographical area**  
(percentage)



(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.

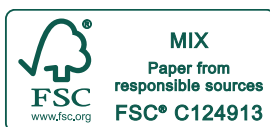
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