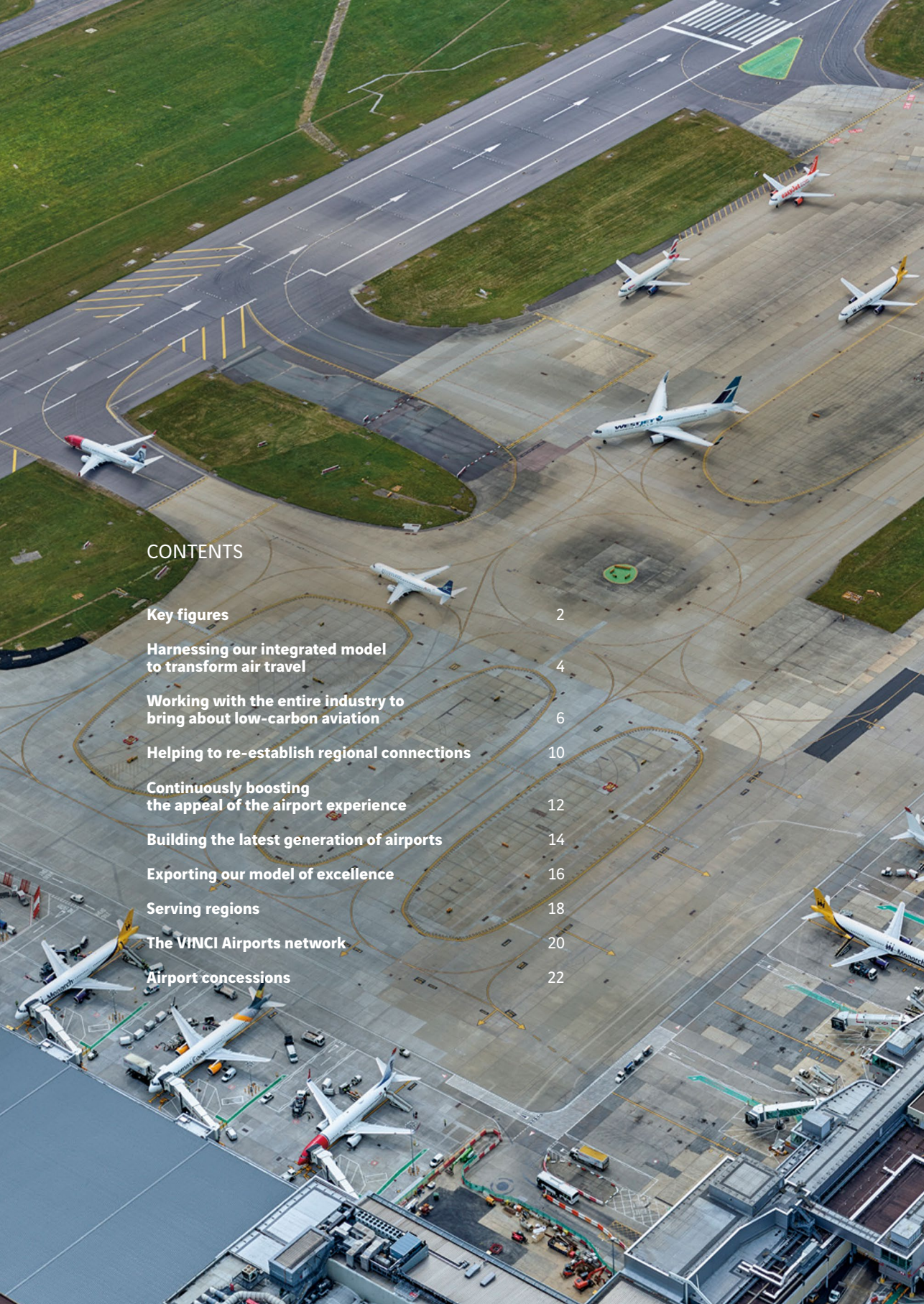


# Essentials

2021  
2022







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EDITORIAL

# Nicolas Notebaert,

CEO of VINCI Concessions  
and President of VINCI Airports

After another year marked by the pandemic, air traffic generally enjoyed positive momentum as the sector got back on track towards growth. Every time travel restrictions were lifted, mobility bounced back with strong demand from passengers for domestic flights in particular. This proves the universally renewed need for air travel – not only so people could once more move around and discover the world, but also to support supply chains. We were reminded of the importance of that in 2021 with the delivery of Covid-19 vaccine doses. Against this backdrop, VINCI Airports fully demonstrated the resilience of its integrated model. Our operations ensured service continuity at our airports while protecting the health of travellers and our employees. We stayed true to our commitments, maintaining our construction and renovation projects to enable regions to plan for the future. The effectiveness of our expertise drove VINCI Airports' development, with new concessions signed in France and Brazil. As trade and travel resume, we are striving to rebuild regional connectivity. Through our investments, innovations and way of working in a network, we are supporting the recovery of mobility while never losing sight of environmental priorities. In line with the ambitions of the VINCI Group, we are not only reducing the carbon footprint of our operations at a large scale, but also providing the rest of our industry with solutions to step up the environmental transition across aviation.



*“Taking carbon out of aviation offers promising opportunities for the future of VINCI Airports”*

Today, thanks to the talents of our teams, we are confidently preparing for the future. As regions continue to invest in the mobility infrastructure that will prove crucial to their prosperity, we are more than ever ready to make air travel increasingly efficient, accessible and sustainable.

# Key figures

1st

private airport operator  
in the world

53

airports operated  
as of 1 January 2022

8

new airports integrated  
into our network in early 2022

€1.18 billion  
in consolidated revenue

3

Centres of Excellence for Innovation  
in London, Lyon and Lisbon

86

million passengers in 2021  
12% more than in 2020

12

countries

10,000

employees

35%

of management positions  
held by women





**Committed to  
the recovery of travel  
and trade**

**>300**  
partner airlines

**3**  
new airline bases  
in our network in 2021

**2**  
major modernisation projects  
under way at Belgrade airport and  
Osaka international airport in Kansai

**15**  
airports recognised in 2021 for  
quality and customer service

**World 1<sup>st</sup>**  
MONA, the biometric assistant  
for guidance from home  
to the plane

**Committed to  
the environmental transition**

**AMBITIONS**

**Zero**  
net emissions

- At our airports in the European Union from 2030
- At all our airports in 2050

**Zero**  
waste sent to landfill in 2030

**50%**  
reduction in water consumption  
per passenger

**RESULTS**

**28%**  
reduction in gross emissions  
between 2018 and 2021  
(Scopes 1 & 2)

**24**  
ISO 14001-certified entities

**30 MWp**  
of solar power  
installed at our airports



# Harnessing our integrated model *to transform* air travel

Drawing on its expertise as a comprehensive integrator, VINCI Airports develops, finances, builds and operates airports, leveraging its investment capability and know-how to optimise operational performance and modernise its infrastructure while achieving the environmental transition.



## — Shared development

Our recognised experience in forecasting, finance and investment creates long-term value for the regions that have entrusted us with their airports. Aware of the critical role that mobility plays in regional prosperity and the prospects of future generations, we are working hand in hand with regions to maximise their potential, create lasting growth and successfully achieve the environmental transition.

## — Technical and technological expertise

Investment management is a key tool in managing airports. By harnessing our forecasting and planning capabilities, as well as our holistic view of airports, we are able to anticipate future challenges and hand over infrastructure that meets the highest operational and environmental standards. As a VINCI Group company and a driven project owner, VINCI Airports benefits from state-of-the-art analysis, planning and life-cycle management tools that enable us to develop continuously evolving, optimised and resilient investment models.







## Operational excellence

VINCI Airports strives for excellence in the experience it provides to airlines, passengers and all stakeholders. Our experts work with over 300 airlines to develop regional connectivity and optimise each link in the chain of airport operations. By enhancing retail and other services with our partners, we unlock each airport's potential, optimise passenger flows, inspire innovation and enrich the travel experience.

## High environmental standards

Collaborating with regions to take carbon out of our operations and, more generally, the entire chain of mobility, is a priority for us. As a programme manager and operator, this change management guides all of our projects, investments and innovations. Our airports are following an ambitious, clear and tangible trajectory for the environmental transition. What's more, we are working with an ever-growing number of partners, both locally and internationally, to involve the entire airport industry in this endeavour.



# Working with the entire industry to bring about *low-carbon aviation*

VINCI Airports is stepping up the rollout of its environmental strategy with a twofold aim: setting an example in all of our operations while proposing solutions that will facilitate the transition for our stakeholders.



## *Setting an example*

### **IN OUR ACTIVITIES**

Each airport follows VINCI Airports' shared roadmap for the environment, applying it locally to protect biodiversity and natural habitats, reduce water consumption, recover waste and drastically bring down their carbon footprint. It is an action plan covering multiple initiatives with a real impact – such as the development of photovoltaic energy, replacement of existing lighting with LEDs, modernisation of heating and air conditioning systems for greater energy efficiency and conversion of service and runway vehicles to electricity and low-carbon hydrogen. Our strategy was strengthened rather than held back by the pandemic, with new commitments made in early 2022. For example, we now aim to reach net zero carbon emissions (Scopes 1 and 2) at all our airports in the European Union by 2030, 20 years ahead of the target set by the Paris Agreement on climate change.



## EXPLORING THE POTENTIAL OF *hydrogen*

### WITH LOCAL REGIONS

In the longer term, we are already working with other industry partners to drive the rise of low-carbon hydrogen to fuel mobility and air travel in particular. VINCI Airports therefore teamed up with Airbus and Air Liquide in 2021 to build the future network of hydrogen airports and make Lyon-Saint Exupéry airport a pioneering “hydrogen hub”.



## *A virtuous cycle* WITH AIRLINES AND PASSENGERS



VINCI Airports decided to break new ground by helping airlines and travellers in their own efforts to reduce their carbon footprint. Two major complementary innovations therefore came to fruition in 2021; in a world first, we implemented sliding scale airport charges based on aircraft carbon emissions at all our French airports, and soon set for deployment at London Gatwick – encouraging airlines to renew their fleets with equivalents that generate less CO<sub>2</sub>. What's more, we have started encouraging airlines to use Sustainable Aviation Fuels (SAFs), which we rolled out for the first time in France at Clermont-Ferrand Auvergne and then London Gatwick during COP26.

## 6 airports

already apply sliding scale airport carbon fees: Grenoble Alpes Isère, Chambéry Savoie Mont-Blanc, Clermont-Ferrand Auvergne, Rennes Bretagne, Dinard Bretagne, Toulon Hyères. Lyon-Saint Exupéry is set to join them in 2022

## 284

electric charging points at the carparks of our airports

# Working with the entire industry to bring about *low-carbon aviation*

## **SOLAR ELECTRICITY AND CARBON SINKS,** **KEY TO** *carbon reduction*



With almost 30 MWp of power already installed at our airports, for example in the Dominican Republic and at Salvador Bahia in Brazil, we are investing in solar to bring down the carbon footprint of the electricity distributed to our sites for their operations. The large surface areas available mean that the photovoltaic potential of our infrastructure could cover a large part of our electricity needs and even sometimes generate excess energy for the local area. With this in mind, in 2021 we continued to work on our new solar plants at Belgrade and Faro airports in Serbia and Portugal, respectively. We have also committed to new projects at Lyon-Saint Exupéry in France and Stockholm Skavsta in Sweden in 2022. What's more, in order to capture atmospheric carbon and offset our entire residual impact, we are building a global network of forest carbon sinks that is uniquely local, encompassing forests located near our airports, and managed in partnership with regional authorities and forestry experts. And in 2021, we launched our first project in Lyon with the French forestry agency (ONF) and the Rhône Departmental Council. The low carbon label project aims to restore a 3.6-hectare plot. Similar initiatives are under way in Portugal and Costa Rica with a view to roll out this approach more widely across our entire network.

**30%**

of electricity needs covered by 11,000 solar panels in operation at Salvador Bahia airport in Brazil

**500**  
tonnes of CO<sub>2</sub>

sequestration capacity of trees in the Cantinière forest during the growth season

**3,500**

trees planted as part of our forest carbon sink projects in Faro and Porto Santo in Portugal



**RESPONSIBLY MANAGING  
WATER, NATURAL  
ENVIRONMENTS AND**

*biodiversity*

Our initiatives – like those undertaken at Salvador Bahia, Brazil’s first airport to produce zero liquid effluents – are contributing to the rise of the circular economy. At Lyon-Saint Exupéry airport this involves a programme to replace single-use plastics with reusable containers, while in Costa Rica a campaign to collect waste on beaches near the airport is in full swing. What’s more, 35 airports in our network have already reached their goal of using zero pesticides to maintain green spaces through alternative solutions such as targeted grazing.



**TANGIBLE, ASSESSED  
AND RECOGNISED**

*actions*



In order to monitor and measure the impact of our actions over time, all of our airports have signed up to the Airport Carbon Accreditation (ACA) carbon reduction programme by Airport Council International (ACI). London Gatwick and Lyon-Saint Exupéry have already achieved carbon neutrality (ACA Level 3+). Moreover, our three Japanese airports achieved ACA Level 4 ('Transformation'). This means that their carbon reduction targets align with the emissions pathways set by the Paris Agreement and the airports have accounted for Scope 3 emissions for fully booked flights, and are strengthening commitments made by their stakeholders, for example.

# Helping to re-establish regional *connections*

As travel resumes, our experts in aviation marketing have joined forces with airlines and the tourism industry to help air traffic bounce back. We aim to help destinations regain their appeal.

## THE STRENGTH OF WORKING IN A *network*



VINCI Airports possesses significant expertise in opening up new routes with airlines, thanks to its method of recognising each region's potential for economic growth and tourism. Bringing back operations in a number of regions is an urgent matter. Working in a global network facilitates and accelerates development, enabling synergy between airports and creating more opportunities for airlines.

## *Three* NEW BASES IN 2021

In the low-cost market, a strategic area for the recovery of air traffic in Europe, VINCI Airports convinced three airlines to open new bases in its network in 2021. In Portugal, easyJet set up a base in Faro, helping tourism in the Algarve region bounce back, while Ryanair landed in Funchal with ten routes planned – including to five new destinations – to improve connectivity on the island of Madeira. Meanwhile, in France, Volotea has set up a base in Lyon Saint-Exupéry to serve new routes to Biarritz, Sétif (Algeria) and Olbia (Sardinia, Italy).







## **PROACTIVELY BRINGING BACK** *connections*

This work came to fruition in 2021 with a number of success stories, some of which in the United Kingdom. London Gatwick airport, for example, will therefore welcome British Airways' new subsidiary Euroflyer in 2022, with 35 routes to destinations favoured by British tourists such as Portugal, Italy and Spain. What's more, Wizz Air decided to bolster its foothold at London Gatwick airport by acquiring 15 additional slots and basing four more A321 Neo aircraft there. The London airport has also 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 Bretagne and Toulouse, and between Toulon-Hyères and Nantes Bretagne with Transavia. Lastly, in Asia, Phnom Penh airport in Cambodia saw a positive end to the year with the reopening of major connections to Bangkok, Singapore, Kuala Lumpur and Manila.

# Continuously boosting the appeal of the *airport* *experience*

VINCI Airports has rolled out a strategy for quality of service that applies to all of its airports with the aim of making operations more effective for a smoother, more pleasant and safer travel experience.

## **BOOSTING INNOVATION WITH** *digital technology*

We are harnessing digital technology to implement innovative services that help passengers while optimising operations at our airports. That's why, after having trialled MONA, a biometric travel assistant that enables travellers to move in a seamless – and paperless – way through various airport checkpoints at Lyon-Saint Exupéry, VINCI Airports rolled out that same solution at Lisbon airport. Another initiative to digitise the customer experience, Smart Welcome, also originated at Lyon-Saint Exupéry airport. This innovative solution enables travellers to access retail offers and services via their smartphone by simply scanning QR codes located around the terminals. Meanwhile, in Japan, Kansai airport rolled out Secom, a patrol robot that autonomously carries out security operations. And travellers at Kobe are now welcomed by 10 robots designed to guide them throughout their journey and, if necessary, connect them to a member of staff.





# RECOGNISED *quality of service*

Our commitment to the customer experience was recognised with a number of accolades this year. Three airports – Lisbon, Porto and Toulon-Hyères – ranked among the best in Europe for quality of service according to Airports Council International (ACI)'s Best Airports Awards. Likewise, the airports in Las Américas (Dominican Republic) and Kansai (Japan) made it into the top 10 by region in the Skytrax ranking.



## AIRPORTS THAT INSPIRE *trust*



Hygiene safety at our airports remained a priority for us in 2021. The “Protecting each other” campaign was rolled out across our entire network, with systematic cleaning, disinfection of surfaces and provision of hand sanitiser gel, while passenger flows and operations were

reorganised in order to facilitate social distancing. These measures were certified by Bureau Veritas and Airport Council International (through Airport Health Accreditation) and have helped reassure travellers as traffic resumes.

SKYTRAX 2021

7

VINCI Airports destinations in the Top 10 for their regions

ACI AWARDS

8

VINCI Airports destinations rewarded this year

# Building the latest generation *of airports*

As an expert in airport programme management, VINCI Airports designs and builds modern, efficient and resilient airport infrastructure all over the world to create and support the future of air travel.



## DELIVERING PROJECTS

# *all over the world*

VINCI Airports continues to invest in the long-term development of the airports under its management. Our experience in airports of all types and sizes as well as our synergies with the VINCI Group's business lines enable us to look far into the future. We are capable of anticipating, planning and optimising the infrastructure and investments that are required, while protecting the environment, ensuring the quality of the structures and guaranteeing people's safety – shared engagements that apply to our entire network.

In 2021 we therefore completed construction of the new terminal at Santiago de Chile airport, making air travel more accessible by doubling passenger capacity. Meanwhile, in Asia, we completed the project to renovate and extend the runway at Sihanoukville airport, Cambodia. The airport is therefore now equipped for larger aircraft. We also completed a number of projects in Europe, for example by renovating the taxiway at Porto airport in Portugal.





# Kansai

## PREPARES FOR THE 2025 WORLD EXPO IN OSAKA

We launched modernisation work at Kansai airport in Japan in the run-up to the Universal Exposition in Osaka in 2025. The aim of the project is to increase international capacity, improve operational processes and make the airport the “first pavilion” of the Expo – offering a unique immersive experience for visitors and major firsts for the mobility of the future, such as biometrics and renewable energy.

## 4 years

of work to make Kansai Airport the “first pavilion” of the 2025 Universal Exposition in Osaka

## A SUSTAINABLE AND INNOVATIVE HUB FOR

# Serbia

In Serbia, the project to modernise Belgrade airport is now past the halfway point. This decisive project to boost the country’s connectivity and international reach will mark an important milestone with the delivery of a new departure lounge, a centralised security area and upgraded retail spaces at the end of the first quarter of 2022.

## 40,000 m<sup>2</sup>

total surface area undergoing modernisation at Belgrade airport



# Exporting our *model* of excellence

As a concession operator, our role involves defining long-term strategies that encompass all possible aspects – economic, social and environmental. This expertise is highly sought after by concession grantors everywhere, who once more demonstrated their trust in VINCI Airports in 2021.

**MOBILITY THAT COMBINES PROSPERITY  
AND SUSTAINABLE  
DEVELOPMENT**

*in the Amazon*



VINCI Airports has been awarded the concession of Manaus airport – the country's third busiest for air cargo transport – and six other destinations in Northwest Brazil. These airports therefore joined our network in the first quarter of 2022 for a duration of 30 years. As gateways to the Amazon and neighbouring

states, they will play a key role unlocking a vast region spanning almost 4 million km<sup>2</sup>. VINCI Airports will modernise these destinations, taking inspiration from the strategy rolled out successfully since 2018 at Salvador Bahia which, in just four years, has become Brazil's most sustainable airport.



**NEW SYNERGY  
DRIVING TOURISM AND  
THE ECONOMY IN THE** *Alps*



In France, the Haute-Savoie department awarded VINCI Airports the concession to operate Anney Mont-Blanc airport, which then joined our network on 1 January 2022. As part of a €10 million investment plan cofunded with the department, we will renovate the runway, redesign the airport terminal and ensure the airport's environmental transition by carrying out thermal renovation,

installing LEDs, rolling out electric vehicles and charging points and more. This will also be an opportunity to enhance the airport's offering and boost quality of service for both business and leisure aviation, in synergy with the other airports in our network in the region – Lyon-Saint Exupéry, Lyon-Bron, Chambéry Savoie Mont-Blanc, Grenoble Alpes Isère and Clermont-Ferrand Auvergne.

**8**  
airports joined the VINCI Airports network in 2022: Anney Mont-Blanc (France), Manaus, Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé (Brazil)

**STRONG RECOGNITION  
IN THE**

*United States*



VINCI Airports' management contract covering part of the international terminal at Atlanta, the world's busiest airport, has been renewed for another five years, with the possibility of a four year extension.

# Serving *regions*

The impact of air travel goes far beyond the transport sector. VINCI Airports therefore operates its hubs in the general interest and in consultation with local public and private partners.



## **A KEY ROLE IN** *vaccine transportation*

In addition to striving to maintain our essential services throughout the pandemic, our airports played a key role in the transportation of vaccine doses and medical equipment. At Lyon-Saint Exupéry, the second-busiest airport for air cargo transport in France, collaborating with the pharmaceutical industry – which has a strong foothold in the region – resulted in equipping the hub's freight

area with large capacity refrigerated storage facilities. This move has bolstered the airport's position as a major player in express freight and pharmaceutical transport both nationally and throughout Europe. What's more, a number of airports in our network installed Covid-19 testing centres and some, like Grenoble Alpes Isère, even set up vaccination centres.



**AIRLINE FREIGHT,  
THE BACKBONE OF THE**  
*economy*

VINCI Airports contributes to regional prosperity by optimising cargo traffic processes at all of its airports. The role of air freight in international trade is growing and that trend only increased during the pandemic. For example, since we inaugurated the ultra-modern cargo terminal at Santo Domingo international airport in 2020, the Dominican Republic has recorded record growth in exports, particularly fruit and vegetables. Traffic at the six hubs run by our subsidiary Aerodom also grew sharply in a year to reach the record figure of 80,000 tonnes of cargo processed in 2021. We will harness those same areas of expertise in our new concession at Manaus, a major centre for the Brazilian automobile and electronics industries.



**80,000** tonnes  
of air freight processed in 2021  
at the six Aerodom airports  
(Dominican Republic)

**15%**  
growth in air freight at  
the six Aerodom airports  
(Dominican Republic) in 2021

**AIRPORTS  
THAT REPRESENT  
THEIR** *regions*



Through our “Sense of Place” philosophy, we work hard to make sure our airports showcase their local areas with their own identity, retail offering and even decor that highlight local cultural specificities. In July 2021, VINCI Airports and the authorities in Costa Rica therefore launched “Guanacaste Airport”, a new commercial brand for the airport located in the city of Liberia. The initiative aims to reinforce the international visibility and appeal of the province of Guanacaste.

# The VINCI Airports *network*





**UNITED KINGDOM**

- London Gatwick airport
- Belfast International airport

**SWEDEN**

- Stockholm Skavsta airport

**SERBIA**

- Belgrade airport

**JAPAN**

- Kansai International airport
- Osaka Itami airport
- Kobe airport

**FRANCE**

- Annecy 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

**CAMBODIA**

- Siem Reap airport
- Phnom Penh airport
- Sihanoukville airport

# Airport concessions

	VINCI Airports share (%)	2021 traffic (in thousands of passengers)	End of concession
<b>FRANCE</b>			
Lyon-Saint Exupéry	31	4,518	2047
Nantes Atlantique <sup>(1)</sup>	85	3,294	2021
Rennes Bretagne <sup>(2)</sup>	49	395	2024
Toulon-Hyères <sup>(2)</sup>	100	346	2040
Clermont-Ferrand Auvergne <sup>(2)</sup>	100	92	2026
Grenoble Alpes Isère <sup>(2)</sup>	100	14	2026
Lyon-Bron	31	11	2047
Chambéry Savoie Mont-Blanc <sup>(2)</sup>	100	7	2029
Saint-Nazaire Montoir <sup>(1)</sup>	85	3	2021
Annecy Mont-Blanc <sup>(3)</sup>	100	3	2036
Pays d'Ancenis <sup>(2)</sup>	100	General aviation	2025
Dinard Bretagne <sup>(2)</sup>	49	1	2024
<b>PORTUGAL</b>			
Lisbon	100	12,149	2063
Porto	100	5,842	2063
Faro	100	3,265	2063
Madeira (Porto Santo, Funchal)	100	2,026	2063
The Azores (Flores, Horta, Ponta Delgada, Santa Maria)	100	1,616	2063
Beja	100	General aviation	2063
<b>UNITED KINGDOM</b>			
London Gatwick	50.01	6,255	Freehold ownership
Belfast International	100	2,330	2993
<b>SWEDEN</b>			
Stockholm Skavsta	90	607	Freehold ownership
<b>SERBIA</b>			
Belgrade	100	3,286	2043
<b>UNITED STATES</b>			
Hollywood Burbank <sup>(4)</sup>	MC <sup>(4)</sup>	3,727	2030
Orlando Sanford International	100	2,394	2039
Atlantic City International <sup>(4)</sup>	MC <sup>(4)</sup>	867	2026
Middle Georgia <sup>(4)</sup>	MC <sup>(4)</sup>	General aviation	2022
Macon Downtown <sup>(4)</sup>	MC <sup>(4)</sup>	General aviation	2022



	VINCI Airports share (%)	2021 traffic (in thousands of passengers)	End of concession
<b>DOMINICAN REPUBLIC</b>			
Santo-Domingo	100	4,160	2030
Puerto Plata	100	395	2030
La Isabela	100	69	2030
Samanà El Catey	100	23	2030
Arroyo Barril	100	1	2030
Barahona	100	General aviation	2030
<b>COSTA RICA</b>			
Guanacaste	45	827	2030
<b>CHILE</b>			
Santiago	40	10,008	2035
<b>BRAZIL</b>			
Salvador Bahia	100	5,583	2047
Manaus <sup>(5)</sup>	100	2,254	2051
Porto Velho <sup>(5)</sup>	100	663	2051
Boa Vista <sup>(5)</sup>	100	306	2051
Rio Branco <sup>(5)</sup>	100	292	2051
Tabatinga <sup>(5)</sup>	100	67	2051
Cruzeiro do Sul <sup>(5)</sup>	100	48	2051
Téfé <sup>(5)</sup>	100	39	2051
<b>JAPAN</b>			
Osaka Itami	40	6,758	2060
Kansai International	40	3,057	2060
Kobe	40	1,625	2060
<b>CAMBODIA</b>			
Phnom Penh	70	250	2040
Sihanoukville	70	17	2040
Siem Reap	70	2	2040

(1) The concession contract terminated on 24 October 2019 on the grounds of general interest; the date at which the termination takes effect is planned at the latest when a new concession contract is signed, currently subject to a call for tender.

(2) Contracts for service, management or delegation of public service.

(3) Operations at Annecy Mont-Blanc airport were taken over on 1 January 2022, following the signature of a delegation of public service contract in July 2021.

(4) Service contract.

(5) The concession contract was signed in September 2021. The operation of Manaus airport was taken over on 12 January 2022, and the operation of six other airports in the region (Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Téfé) is scheduled to begin in February 2022.

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