



# ESSENTIALS

2022\_2023



VINCI   
AIRPORTS





# — Editorial

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

2022 was the year when traffic really took off again in our airport activities. Managing the swift return of passengers after two years of immense upheaval was a real challenge for our teams, but their excellent operational readiness enabled them to do so with aplomb. We made full use of the strength of our network, harnessing the experiences of our airports in Central America and the Caribbean, the first to resume operations, to help our European assets. Some of our airports were therefore able to double their capacity overnight, like London Gatwick when its South Terminal reopened in March 2022. Our innovations, such as new biometric services, also made it easier to resume operations. These efforts meant that our air traffic in 2022 was double that of 2021, with excellent performance in the Americas and an uptick in Europe – particularly in France, the UK, Portugal and Serbia. Meanwhile, in Asia, we are preparing for the return of international travellers by

renovating Kansai International Airport in Japan. While rising to the challenge of the recovery, we also continued to develop our network. We bolstered our position in Brazil, where we already operated Salvador Bahia, with the addition of Manaus and six other airports in the Amazon region. We also established a presence in two new countries: Mexico and Cape Verde. And in France, we completed our alpine network with the integration of Annecy Mont-Blanc airport. Lastly, we continued to strengthen our commitments to transforming mobility. Driven by VINCI Group's environmental ambition, we surpassed our targets for the year and set new ones, such as achieving zero net emissions at our European airports from 2030. We will continue accelerating this transition by working with our partners and clients, for example through our hydrogen plan. The return of mobility is a great opportunity – and it's up to us to focus all our efforts on protecting its future. ●

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# VINCI Airports in figures

Our passenger traffic in 2022 doubled that of 2021, returning to 72% of the reference levels from 2019. 210 million passengers used our airports. We anticipated and facilitated this recovery in our operations while developing our network and reinforcing our commitment to regions and positive mobility for all.

**1st**

private airport operator in the world

**€2.7 billion**

in consolidated revenue, i.e. double revenue generated in 2021

**€1.6 billion**  
in EBITDA

**17,000**  
employees

**3**

centres of excellence for innovation in Lyon, London and Lisbon

Among the world's

**top**

contributors to the ACI's Airport Carbon Accreditation (ACA)

**210 million**

passengers in 2022

**37%**

of the workforce are women

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

Over **250**  
partner airlines

**3**  
new airline bases in our network in 2022

**2**

major upgrade projects under way at Belgrade airport and Osaka international airport in Kansai

**9**

airports recognised in 2022 for quality and customer service

## The pathway to progress

2017  
**35**  
airports

2018  
**46**  
airports

2021  
**53**  
airports

2022  
**65**  
airports

**Committed to the environmental transition**

### AMBITIONS

**Zero**

net emissions at our airports in the European Union from 2030, and at all our airports in 2050

**Zero**

waste sent to landfill in 2030

**50 %**

less water consumed per passenger by 2030

### RESULTS

**44%**

reduction in gross carbon emissions between 2018 and 2022 (Scopes 1 and 2)

**25**

ISO 14001-certified entities

**44 MWp**

of solar power installed at our airports

**74%**

of all waste recovered, 49% of which recycled



# An integrated model at the heart of air travel

As a comprehensive integrator, VINCI Airports develops, finances, builds and operates airports all over the world. VINCI Airports is the world's leading private operator, leveraging its investment capability and know-how to optimise operational performance and upgrade infrastructure at every airport in its network. Committed to decarbonising aviation, VINCI Airports is driving a swift but lasting environmental transition throughout its network.

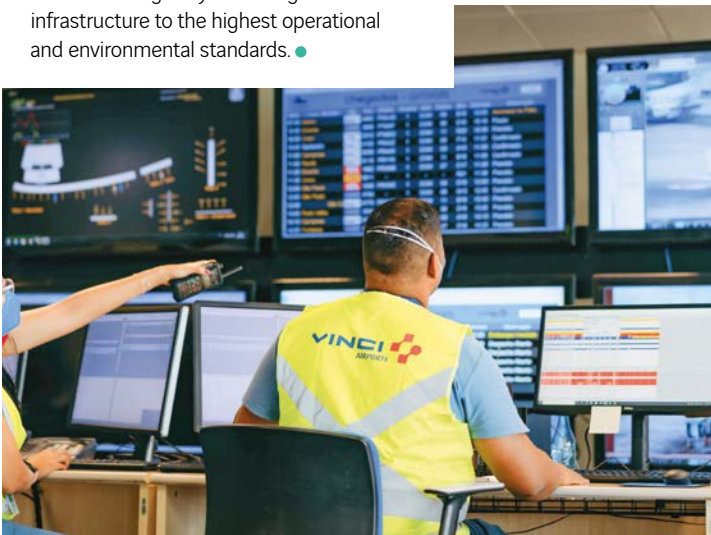


## Sharing the value we create

Mobility plays an essential role in regional prosperity and the prospects of future generations. We therefore strive to maximise the potential for lasting growth and successfully achieve the environmental transition, working hand in hand with the regions that have entrusted us with their airports. For them, and their inhabitants, we create long-term value by harnessing the experience and expertise of our teams in anticipation, financing and investment. ●

## Managing over the long term

Investment management is a key aspect of managing airports. As a VINCI Group subsidiary, VINCI Airports benefits from state-of-the-art analysis, planning and life-cycle management tools to fully play its role as a project owner and develop the best investment models, both continuously evolving and resilient. Our comprehensive airport expertise and specialist tools enable us to anticipate future challenges by delivering infrastructure to the highest operational and environmental standards. ●



## Aiming for operational excellence

We always aim for excellence in the experience that we provide to airlines, passengers and all our stakeholders. Our teams collaborate with over 250 airlines to develop regional connectivity and optimise every link of the airport value chain. And to enable each airport in our network to unlock its full potential, we develop retail offerings and other services with our partners, optimise passenger flows, inspire innovation and constantly enrich the travel experience. ●

## Successfully decarbonising aviation

Collaborating with regions to take carbon out of our operations and, more generally, support the decarbonisation of air travel as a whole is a priority for us. This ambition to transform inspires all of our projects, investments and innovations at both the programme management and operational phases. All of the airports in our network are part of our ambitious yet tangible pathway to the environmental transition, and we are incorporating the entire airport industry in that process by working with partners locally and internationally. ●





# Stepping up the environmental transition throughout the entire aviation value chain

VINCI Airports is fully aware of the environmental challenge that aviation faces and is asserting itself as a leader in the transition to decarbonised air travel.

## Raising the bar on our ambitions

After becoming the first airport operator to adopt an international environmental strategy in 2016, setting itself the aim massively reducing the carbon impact both in its own activities and throughout the value chain, VINCI Airports boosted that ambition even further in 2022. At the Aviation Summit in Toulouse organised by the French Presidency of the Council of the European Union in February, VINCI Airports signed the “Toulouse Declaration”, outlining its new ambition of achieving net zero Scope 1 and 2 emissions for its airports in the European Union by 2030 – i.e., 20 years ahead of the objective set by the Paris Agreement. This target will be reached in 2023 at Toulon Hyères airport and in 2026 at Lyon-Saint Exupéry airport. ●



## Fully mobilising the network

VINCI Airports’ decarbonisation plan reached an important milestone this year, when 29 destinations in its network achieved the higher levels of Airport Carbon Accreditation (ACA). In France, for example, Lyon-Saint Exupéry airport reached ACA 4+, the highest level of the programme. In light of the risk of shortages in 2022, our airports proved themselves capable of renewing their efforts to save energy, implementing measures to optimise consumption. For example, heating was limited to 19°C in offices and 17°C at air terminals. ●



44%

less direct emissions from the VINCI Airports network (consolidated scope) since 2018

53

airports granted ACA by the ACI



## Sustainably investing in solar power

VINCI Airports is investing heavily in the production of low-carbon energy for self-sufficiency by installing photovoltaic power stations at its infrastructure, while constantly striving to reduce overall energy consumption – for example, through the use of LED lighting and energy efficient equipment. Faro airport inaugurated Portugal’s first airport solar power plant in 2022, with capacity of 3 MWp, and the solar plant at Belgrade airport in Serbia has been completed. It has 3,000 photovoltaic panels and will provide the airport with 1,200 MWh of solar energy every year. ●







### The rise of biofuels

In the short term, biofuels represent a valuable asset in the decarbonisation of aviation. After rolling out SAFs at a French airport for the first time at Clermont-Ferrand Auvergne – which has already reached an incorporation rate of over 6%, in line with the EU's objective for 2030 under the Fit for 55 policy – VINCI Airports has also just introduced them at Grenoble Alpes Isère and

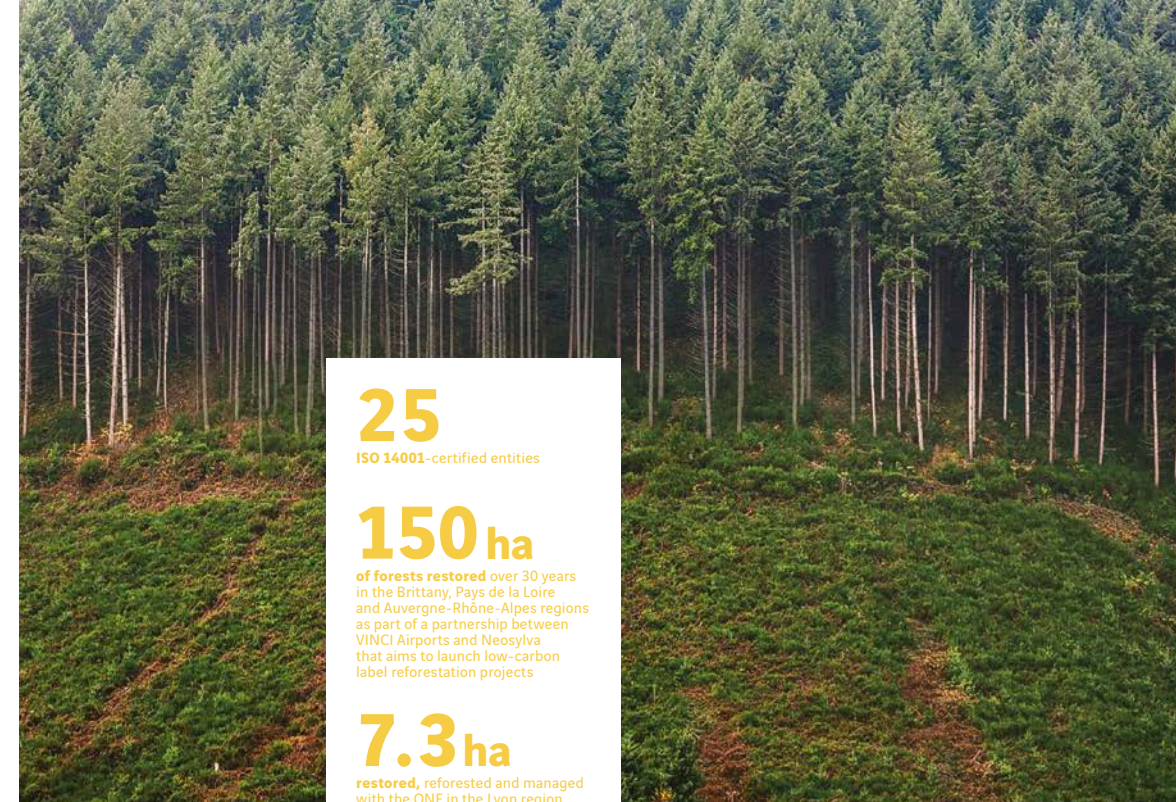
Toulon Hyères. What's more, in 2022 a number of flights ran on SAFs at London Gatwick, Lisbon, Porto and Lyon-Saint Exupéry, and a partnership has been signed to introduce them at airports in Kansai, Japan. VINCI Airports is encouraging the use of this sustainable alternative through sliding scale landing fees based on carbon emissions. Under this incentive, a world first, airlines are paying discounted landing fees. ●



### Hydrogen makes progress

VINCI Airports and its partners Airbus and Air Liquide are preparing the air travel of the future – a network of airports, ready for the hydrogen aircraft of tomorrow. In France, the first hydrogen gas distribution station

to power local vehicle fleets will be available at Lyon-Saint Exupéry from 2023, before liquid hydrogen infrastructure for future aircraft is rolled out between now and 2030. VINCI Airports also continued to implement its hydrogen plan internationally in 2022; in Japan, Kansai Airports will develop the use of this energy in partnership with Airbus. What's more, in 2022 the company launched a hydrogen-powered bus service between Terminal 1 and the observation deck at Osaka Itami. Meanwhile, in Chile, a memorandum of understanding was signed with Air Liquide, Copec and Colbún to make Santiago airport the first in Latin America to run on green hydrogen. And in Portugal, ANA is working with Galp, CaetanoBus and Mitsui to assess the possibility of replacing airport buses and operational vehicles with a fleet powered by green hydrogen and fuel cells. ●



25

ISO 14001-certified entities

150 ha

of forests restored over 30 years in the Brittany, Pays de la Loire and Auvergne-Rhône-Alpes regions as part of a partnership between VINCI Airports and Neosylva that aims to launch low-carbon label reforestation projects

7.3 ha

restored, reforested and managed with the ONF in the Lyon region



### Two new forest carbon sinks in France

VINCI Airports is continuing to roll out its forest carbon sink programme to capture residual carbon emissions. In France, a second local reforestation programme near Lyon-Saint Exupéry and Lyon-Bron airports that is eligible for low-carbon certification has been launched with the Rhône Departmental Council and the French forestry agency (ONF). Toulon Hyères airport also began its own reforestation project on a 2 hectare plot that had been damaged by a fire in 2017, working alongside the Provence-Alpes-Côte d'Azur region, the ONF, the Méditerranée Portes des Maures regional community and the town of Lavandou. ●







### A bounty of nature in Costa Rica

Guanacaste airport is deeply involved in protecting the abundance of natural resources found in one of the world's leading destinations for eco-tourism, Costa Rica. In 2022, the airport's teams took part in World Wetlands Day by setting up information panels in the Iguanita reserve and planting 2,500 trees in the Guanacaste Conservation Area. The airport also launched a communications campaign, #BeAShellHero, to encourage travellers to protect the beaches' natural beauty by cleaning up waste rather than collecting shells, which is prohibited. ●



### Three French airports partner with Aéro Biodiversité

In 2022, Saint-Nazaire Montoir airport in Brittany renewed its partnership with the Brière Regional Nature Park to implement projects to protect and nurture biodiversity. The region's Rennes Bretagne and Dinard Bretagne airports, as well as Annecy Mont-Blanc airport, have joined Aéro Biodiversité – an association that works to inform, educate and train people so they can better protect the wildlife found at airports. ●



### Wildlife right off the runway at London Gatwick

The Biodiversity Action Plan at London Gatwick was recognised by the Wildlife Trust Biodiversity Benchmark. The airport is partner to several local organisations, including the Gatwick Greenspace Partnership, which this year 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 airport land. ●

20

environmental surveys carried out in 2022 to list the 2,383 species found on the 75 hectare site at London Gatwick airport



### A unique complex in Brazil

In 2022, Salvador Bahia inaugurated its Sustainability Complex, which provides a space for carrying out environmental education activities and interacting with the airport community. The complex features a biodiversity centre that spans over 600 m<sup>2</sup>, with a focus on developing actions to protect wildlife. ●



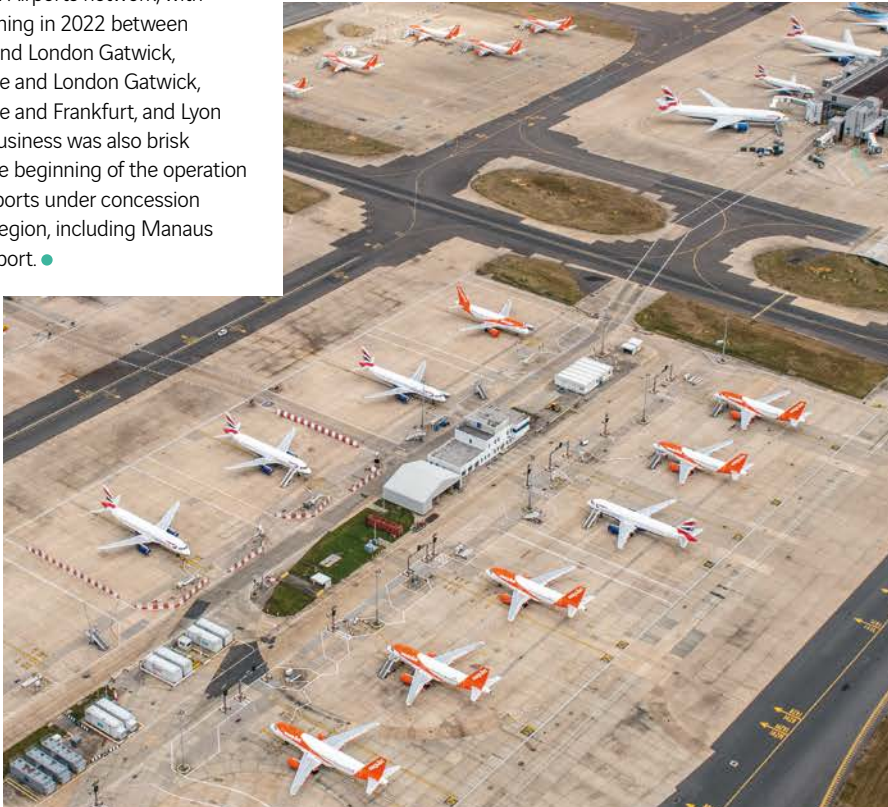


# Boosting regional connectivity and development

In 2022, VINCI Airports teams worked tirelessly to help traffic resume, expand our footprint and continue to upgrade the network.

## Air traffic is back

Passenger traffic resumed in 2022 and even neared pre-pandemic levels in some regions. 187 million passengers used airports in the VINCI Airports network over the year, i.e. more than doubling the traffic in 2021. The number of routes operated across the network also returned to 80% of 2019 levels. Momentum proved strong within the VINCI Airports network, with new routes opening in 2022 between Toulon Hyères and London Gatwick, Rennes Bretagne and London Gatwick, Rennes Bretagne and Frankfurt, and Lyon and Belgrade. Business was also brisk in Brazil, with the beginning of the operation of the seven airports under concession in the Amazon region, including Manaus international airport. ●



## Operational challenges met

Thanks to its network's capacity for anticipation, VINCI Airports was able to meet the challenge of resuming operations post-pandemic. The Americas was the first region to see passengers return, and VINCI Airports teams harnessed the experiences gained here to help their colleagues in Europe. They prepared for the recovery upstream by carrying out recruitment campaigns and rolling out innovative flow management tools. One of the most remarkable reopenings was that of the South Terminal at London Gatwick, for example, in March 2022. Lastly, to help passengers recover their old pre-pandemic habits, VINCI Airports prepared a communication campaign. This was rolled out at all of the network's airports and helped remind people of the right behaviour to adopt when travelling by plane. ●



13

new airports in Mexico added to the network in 2022

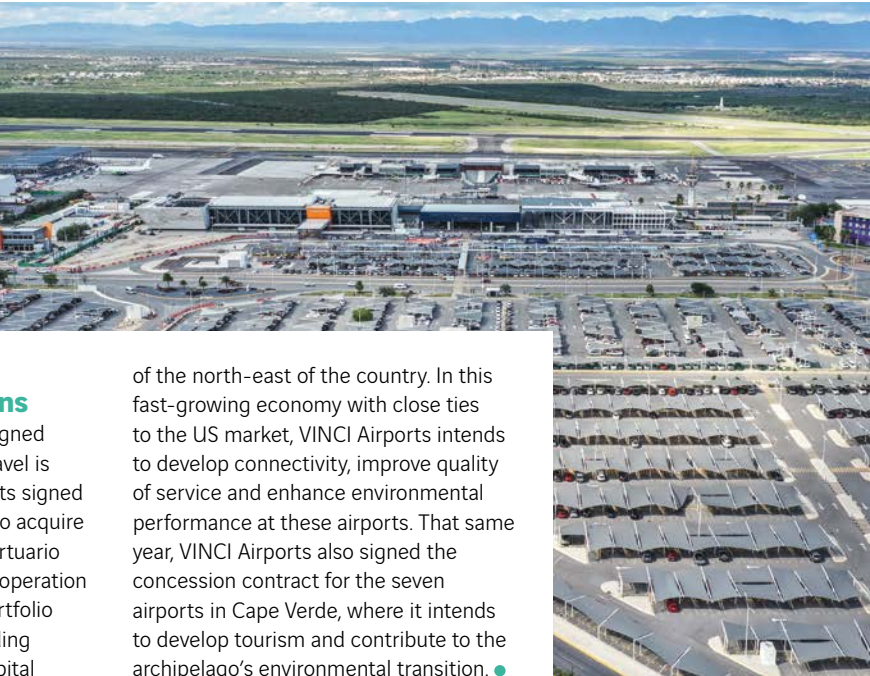
x2

as much air traffic in 2022 as in 2021

## New concessions in future-facing regions

Two major concessions were signed in 2022, in regions where air travel is crucial. In Mexico, VINCI Airports signed an agreement in August 2022 to acquire 29.99% of OMA (Grupo Aeroportuario del Centro Norte) – a strategic operation that enriched the network's portfolio with another 13 airports, including in Monterrey, the economic capital

of the north-east of the country. In this fast-growing economy with close ties to the US market, VINCI Airports intends to develop connectivity, improve quality of service and enhance environmental performance at these airports. That same year, VINCI Airports also signed the concession contract for the seven airports in Cape Verde, where it intends to develop tourism and contribute to the archipelago's environmental transition. ●







### Investment to benefit regions all over the world

VINCI Airports harnesses its programme management expertise in airport infrastructure expansion and renovation projects throughout its network to boost regional momentum. In Chile, work on the new ultra-modern international terminal at Santiago de Chile airport was completed in 2022. This immense project has brought the capacity of this airport, which is a key piece of infrastructure for the country, to 38 million passengers per year. And Las Américas airport in Santo Domingo, the main gateway to travellers touching down in the Dominican Republic, inaugurated its renovated atrium in 2022. Meanwhile, in Serbia, work to upgrade and expand Belgrade airport continued, with the aim of improving the level of service and comfort as well as the variety of the retail spaces. And in Japan, Kansai International airport continues to transform; a new domestic flight zone opened to travellers in October 2022. It has enhanced the passenger experience with a more functional retail area, redesigned around fresh brands and restaurants offering local cuisine, as well as a new lounge. The opening of this new space is the first step of an ambitious reconfiguration project that aims to better support the growing number of international travellers here and make the airport the “first pavilion” of the 2025 Universal Exposition in Osaka. ●



# 38

**million passengers** – the annual capacity at Santiago de Chile airport, which has more than doubled thanks to the new 248,400 m<sup>2</sup> terminal

# 13,600 m<sup>2</sup>

**The surface area** of the new boarding pier at Belgrade airport, with 13 departure gates, bringing the total number available at Terminal C to 19

# 1st

**pavilion of the 2025 Universal Exposition** in Osaka





# Enriching the customer experience and operational efficiency

VINCI Airports leverages the power of digital technology and artificial intelligence so that innovation constantly makes mobility smarter and more responsible. It aims to make infrastructure smarter, optimise mobility flow management and enhance the passenger experience.

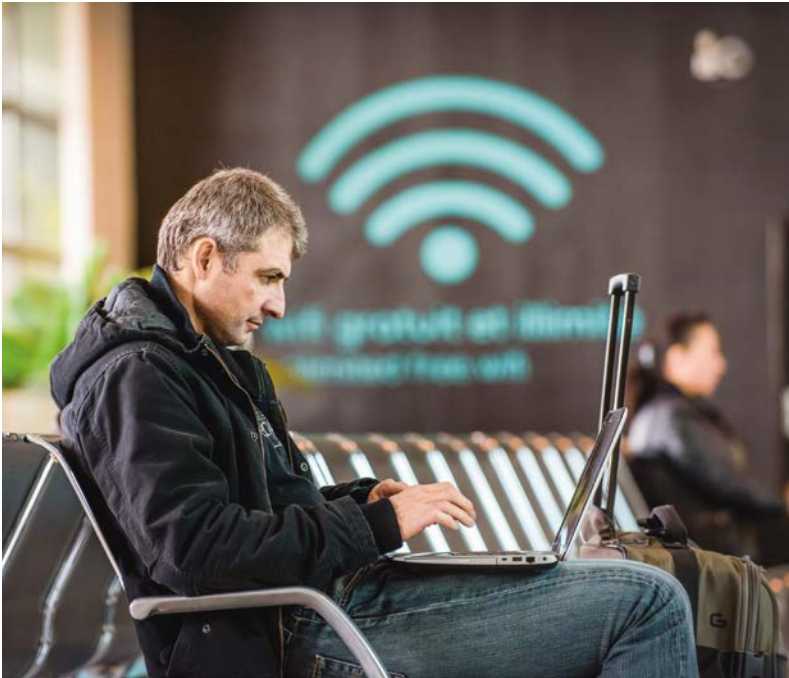
## Experimental airports

Two of the network's airports launched innovations to make life easier for passengers in 2022. At Lyon-Saint Exupéry, the Mona mobile app 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 and, for some flights, provides an option for biometric services. Meanwhile, Lisbon airport in Portugal rolled out its own "Biometric Experience" – a pilot project that enables passengers travelling to destinations both within and outside of the European Union to go contactless within the terminal. This means that passengers undergo a biometric scan after check-in and, when they get to the departure gate, do not need to get out their boarding pass and ID card or passport again, thanks to the facial recognition technology. ●



10,000  
users of Mona in nine months

13,000  
users of biometric services in 2022



## Robots for customer service and cleaning

At Belfast airport in North Ireland, six robots were tested at the Sip & Stone restaurant in 2022, where they helped staff and optimised cleaning. Equipped with a voice system, the "BellaBots" greeted and served customers, while staff could call "HolaBots" remotely to come and clear an area of the restaurant. ●

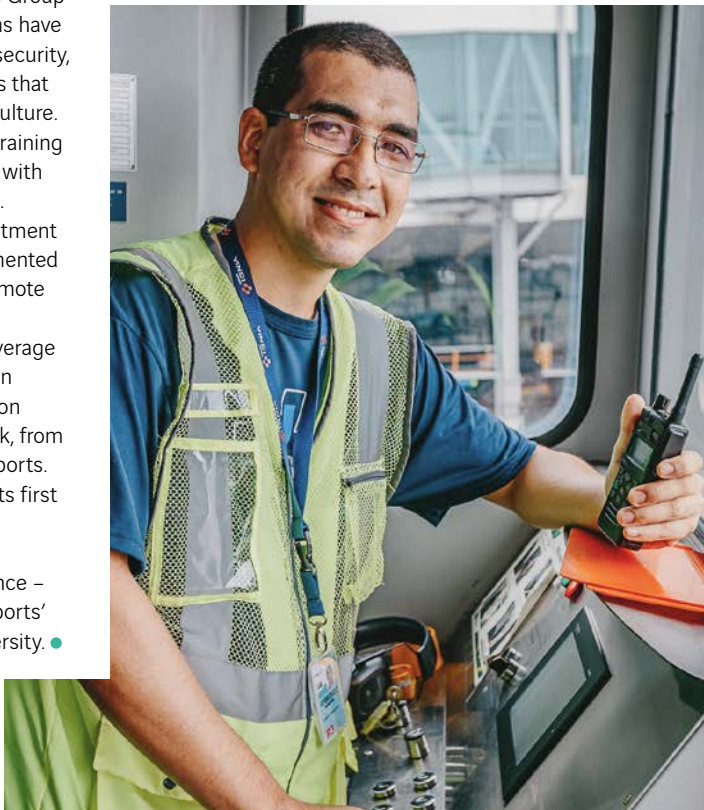


# Promoting diversity, inclusion and equality

By rolling out its model of openness and respect for people and cultures, VINCI Airports is helping to shape a more inclusive world that encourages the development of all kinds of talents.

## An ideal rollout in the Amazon

In Brazil, the deployment of VINCI Airports' Human Resources policy made it possible to quickly yet sustainably recruit the talents needed to take over the operation of seven airports in the Amazon region. The local teams now benefit from VINCI's employee share ownership plan, Castor International, which is a major tool for integration in the international network of the Group and its subsidiaries. Brazilian teams have also already been made aware of security, ethics and compliance, three areas that are key to the Group's corporate culture. All employees were given proper training and benefitted from skills sharing with teams from Salvador Bahia airport. A transparent and equitable recruitment and selection process was implemented at all eight airports in order to promote the hiring of women. This process enabled us to achieve the same average percentage of roles held by women at these new airports in the Amazon region as elsewhere in the network, from their very first year with VINCI Airports. Lastly, Manaus airport organised its first conference on the fight against discrimination, with ambassadors for indigenous identity in attendance – an event that illustrates VINCI Airports' commitment to inclusion and diversity. ●

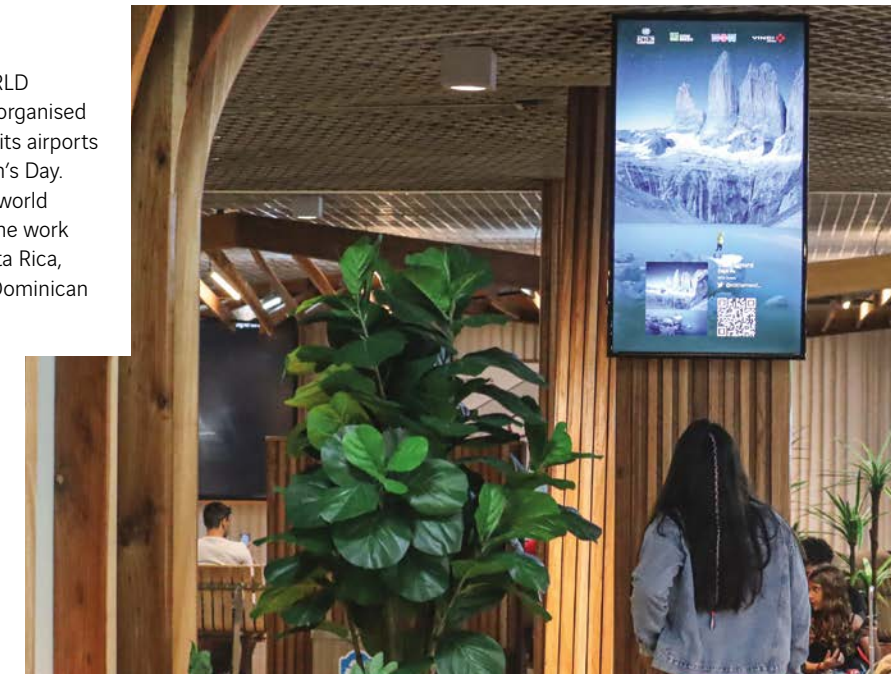


With **50**  
nationalities represented  
in our teams all over the world,  
VINCI Airports champions  
a corporate culture that prizes  
diversity and goes beyond borders



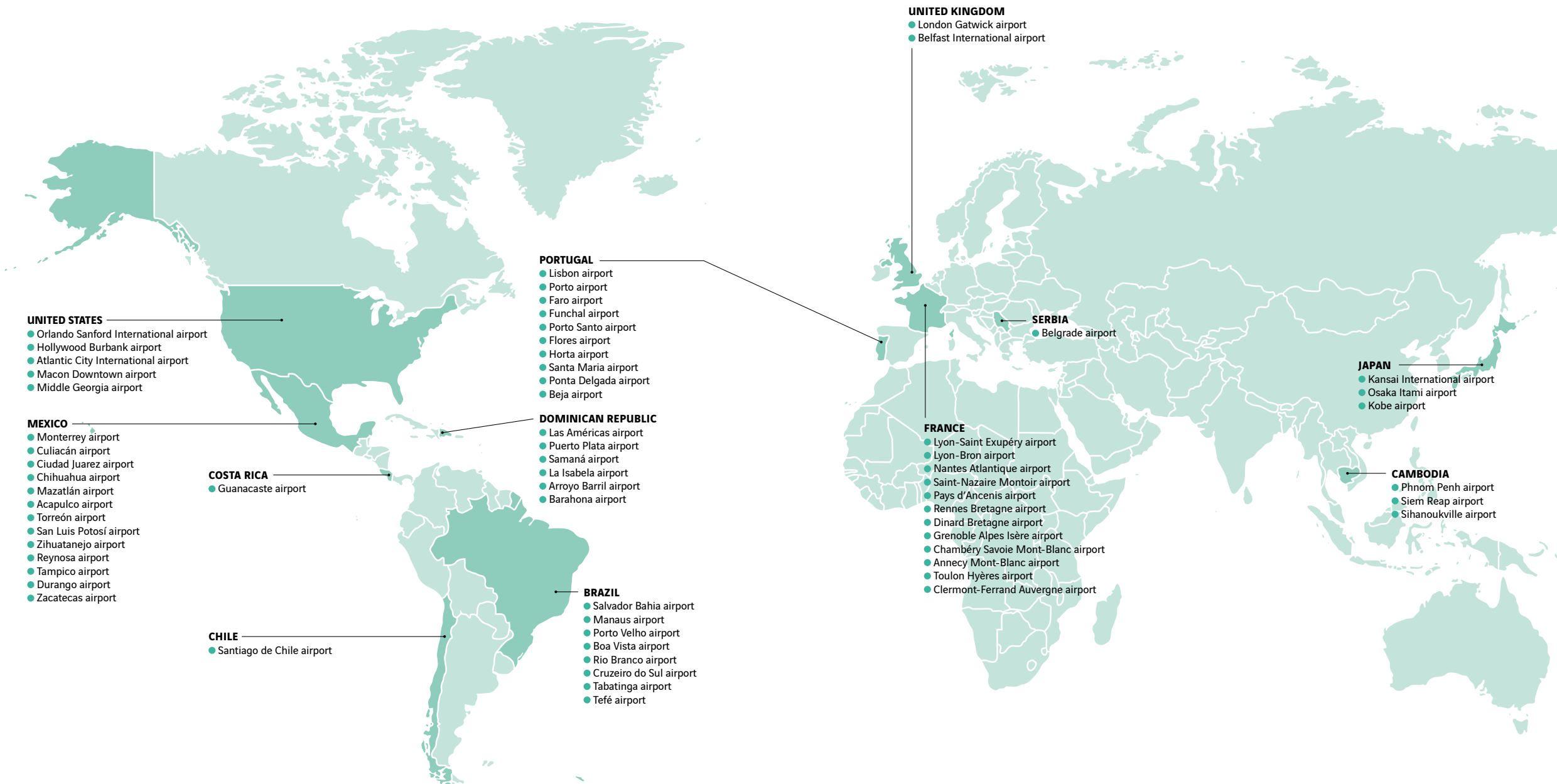
## Female artists in the spotlight

With CODE GREEN and WORLD OF WOMEN, VINCI Airports organised its first NFT art exhibition at its airports to mark International Women's Day. Over 20 airports all over the world simultaneously showcased the work of 22 artists from Brazil, Costa Rica, France, Japan, Portugal, the Dominican Republic and Serbia. ●





# The VINCI Airports network





# Airport concessions

	Stake held	2022 traffic (in thousands of passengers)	End of contract
<b>FRANCE</b>			
Lyon-Saint Exupéry	30.6%	8,555	2047
Lyon-Bron	30.6%	13	2047
Nantes Atlantique	85%	5,800	2023 <sup>(1)</sup>
Saint-Nazaire Montoir	85%	7	2023 <sup>(1)</sup>
Pays d'Ancenis	100%	General aviation	2025
Rennes Bretagne	49%	644	2024
Dinard Bretagne	49%	1	2024
Grenoble Alpes Isère	100%	195	2026
Chambéry Savoie Mont-Blanc	100%	121	2029
Annecy Mont-Blanc	100%	4	2036
Toulon Hyères	100%	428	2040
Clermont-Ferrand Auvergne	100%	188	2030
<b>BRAZIL</b>			
Salvador Bahia	100%	6,683	2047
Manaus	100%	2,824	2051
Porto Velho	100%	746	2051
Boa Vista	100%	393	2051
Rio Branco	100%	393	2051
Tabatinga	100%	76	2051
Cruzeiro do Sul	100%	53	2051
Tefé	100%	53	2051
<b>CAMBODIA</b>			
Phnom Penh	70%	1,971	2040
Siem Reap	70%	372	2040
Sihanoukville	70%	39	2040
<b>CHILE</b>			
Santiago de Chile	40%	18,740	2035
<b>COSTA RICA</b>			
Guanacaste	44.7%	1,444	2030
<b>UNITED STATES</b>			
Orlando Sanford International, Florida	100%	2,800	2039
Hollywood Burbank, California <sup>(2)</sup>	n/a	5,927	2030
Atlantic City International, New Jersey <sup>(2)</sup>	n/a	957	2026
Macon Downtown, Georgia <sup>(2)</sup>	n/a	General aviation	2023
Middle Georgia, Georgia <sup>(2)</sup>	n/a	General aviation	2023

	Stake held	2022 traffic (in thousands of passengers)	End of contract
<b>JAPAN</b>			
Kansai International	40%	7,939	2060
Osaka Itami	40%	11,521	2060
Kobe	40%	2,700	2060
<b>MEXICO (OMA)<sup>(3)</sup></b>			
Monterrey	29.99%	10,940	2048
Culiacán	29.99%	2,433	2048
Ciudad Juárez	29.99%	1,996	2048
Chihuahua	29.99%	1,721	2048
Mazatlán	29.99%	1,466	2048
Acapulco	29.99%	835	2048
Torreón	29.99%	673	2048
San Luis Potosí	29.99%	627	2048
Zihuatanejo	29.99%	587	2048
Reynosa	29.99%	516	2048
Tampico	29.99%	498	2048
Durango	29.99%	479	2048
Zacatecas	29.99%	434	2048
<b>PORTUGAL</b>			
Lisbon	100%	28,262	2062
Porto	100%	12,638	2062
Faro	100%	8,171	2062
Madeira (Funchal, Porto Santo)	100%	4,094	2062
The Azores (Flores, Horta, Santa Maria, Ponta Delgada)	100%	2,547	2062
Beja	100%	NS	2062
<b>DOMINICAN REPUBLIC</b>			
Santo Domingo (Las Américas)	100%	5,156	2030
Puerto Plata	100%	661	2030
La Isabela	100%	83	2030
Samaná	100%	61	2030
Arroyo Barril	100%	NS	2030
Barahona	100%	NS	2030
<b>UNITED KINGDOM</b>			
London Gatwick	50.01%	32,839	Freehold ownership
Belfast International	100%	4,819	2993
<b>SERBIA</b>			
Belgrade	100%	5,610	2043

(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) Service contract.

(3) The acquisition came into effect on 8 December 2022.



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