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We believe that reconciling mobility with the environment is the key challenge of the decade, and that the long-term success and performance of our business hinges on it. Pioneering, agile, and proactive, we have already committed to greater connectivity and an ambitious decarbonisation pathway. We strive to set an example in the reduction of our emissions and, beyond our scope, we help our stakeholders reduce their own carbon footprint. We are also supporting regions in their energy transition. But the climate emergency is here, now. So we must do even better – and most importantly, we must go faster. As a socially responsible company, we have a leading role to play in protecting two essential and complementary liberties: the right to a healthy environment and the freedom to travel. It is up to us and our partners to implement and step up the pace of all initiatives that could reduce the quantity of CO₂ in the atmosphere.

Combining all energies,
and commit together now
to protect the future –
that is our *i*MPACT



We are an accelerator of transformation



INTERVIEW
with **Nicolas Notebaert**,
CEO of VINCI Concessions
and President of VINCI Airports

What do you make of VINCI Concessions' good performance in 2023?

Thanks to the work of our teams, our overall performance was indeed remarkable in 2023. Results were good due to two decisive factors, the first being the recovery of traffic. For VINCI Airports, traffic returned to 2019 levels and even reached new records at certain parts of the network in Serbia, Portugal and Central America. Meanwhile, in our other businesses, traffic exceeded pre-Covid levels – on our international highways it rose by 5.9% this year compared to 2022, while that of the Tours—Bordeaux high-speed line operated by VINCI Railways once more recorded 3.4% growth in 2023. But in 2023, we also reaped the results of initiatives that we put in place from 2020 to face the Covid-19 crisis, with the drastic cost-cutting plans deployed during that time. The crisis was brutal, but it allowed us to prove the stability and solidity of the VINCI Concessions community, now made up of over 22,600 employees worldwide. It also demonstrated the relevancy and resilience of the concession model. This enabled us to guide countries, without drawing on public finances, by helping them to restore the mobility and connectivity that are so crucial to the vitality of their domestic and international trade. Tourism is now once more becoming a dynamic economic industry, with the need for mobility growing across the world, and we are ready for it.

But how can we encourage the development of mobility without worsening the climate crisis?

Our biggest challenge is combining the return of mobility with the need to protect our climate; that is the project of our generation. VINCI Concessions has been applying an ambitious environmental strategy since 2016. This has already enabled us to work on the ground to preserve biodiversity, treat water and waste at our concessions, and above all establish recognised leadership in terms of reducing our CO₂ emissions. We committed to halving our direct CO₂ emissions between 2018 and 2030 and we met that target in 2023 – seven years ahead of schedule. Our new ambition is therefore to reduce our direct emissions by two thirds by 2030. We’re on the right track. Today, 75% of the electricity consumed at our airports comes from renewable sources, and 4 airports in our network (Toulon Hyères, Beja, Madeira and Ponta Delgada) have been ranked among the top 10 airports worldwide for the highest environmental distinction in the sector. They were the first airports in our network to achieve net zero emissions in their activities, and others will follow their lead. We only have one planet. We are therefore exporting our environmental strategy and our ambitions to all of the infrastructure in our network, while taking unique local needs into account. Operating airports in Mexico and highways in Brazil means running services that these countries’ economies rely on.

These initiatives concern the company’s direct emissions. What is the current situation for Scope 3, the emissions produced upstream of your activities? What tools can you use to reduce them?

It’s a collaborative, sector-wide project. We lead by example in our area of responsibility, but we are also responsible for guiding our clients in the fight against climate change and their decarbonisation pathway. By offering biofuels at our airports, we are enabling airlines to anticipate changes to their fleet. And in 2023 we also signed partnerships with two of them so they could benefit from our reforestation

programmes. More generally, we are doing everything we can to step up the energy transition and enable alternative channels to develop quickly. We are also very actively involved in the electric mobility sector. We won a contract in Germany in 2023 to install around 100 charging points for electric vehicles, which will contribute to targets set by the public authorities. We also installed electric vehicle charging stations at Lisbon and London Gatwick airports. And in Japan, Osaka has become home to the country’s largest airport parking area for electric vehicles. We are also involved in hydrogen mobility, both through strategic partnerships with key players like Airbus and Air Liquide or the Hy24 investment fund, but also in a very tangible manner on the ground by carrying out pilot experiments at Lyon-Saint Exupéry airport.

What place does innovation hold in your vision of positive mobility?

It has always been central for VINCI Concessions as it is key to striking the perfect balance between the interests of our clients

and our ambition, which is to constantly enhance the service we provide. Innovating means going further than the specifications of our concession contracts. We chose to focus our efforts on three areas of innovation that apply to all of our infrastructure. The first is ensuring smooth traffic flows; the launch in 2023 of our subsidiary ViaPlus, a specialist in freeflow toll services, has further bolstered our technological leadership. The second is operational efficiency. Digital technology has enabled considerable progress in this area thanks to the Internet of Things (IoT) and the use of digital twins. The third area

is the customer experience. At Lisbon and Lyon-Saint Exupéry, for example, we are trialling the use of biometrics to make passenger journeys smoother at both airports.

Based on these strengths, what is the outlook for VINCI Concessions?

Mobility and energy requirements have never been so great. Infrastructure and services that can adapt by harnessing digital solutions while guaranteeing optimal security and helping to decarbonise the planet will be required. As a global operator,



Combining the return of mobility with the need to protect our climate is the project of our generation



VINCI Concessions possesses both the critical size and expertise to rise to these challenges. We will continue to develop in our business lines. That’s what we did in many countries in 2023 – including Mexico and Brazil – and it is up to us to deploy new businesses linked to decarbonising mobility and energy concessions, as we did in Germany this year. This will enable us to further strengthen and enrich the international make-up of our network. I believe that this global presence is a real strength; it not only mitigates the effects of crises, but also builds our expertise and opens us up to the world.

Accelerating as a team

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.

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 the international growth of VINCI Concessions. Our aim, shared by all of our activities and business lines, is to sustainably contribute to developing regions and their environmental transition.

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

“VINCI Railways and VINCI Airports teams work day in, day out to ensure performance and security at our infrastructure while protecting the environment. The public-private model enables powerful momentum to develop positive rail and air mobility all over the world.”

CHEIKH DAFF,
Chief Human Resources and Sustainable Development Officer of VINCI Concessions

“Our international footprint makes us particularly attentive to diversity and inclusion. This year, we are once more proud to have made progress integrating more women in our business lines, and to have created jobs and developed talents in the regions where our structures are located.”

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

“All over the world, our teams are rising to the challenge of transforming mobility and have committed to stepping up its decarbonisation to benefit the people who use our infrastructure. Our positive impact is not only tangible, but also has a lasting effect for the regions that we serve.”

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

“VINCI Highways is a recognised partner in value creation, both for its clients and society in general. It contributes to regions’ economic vitality, connects people and generates a positive impact for future generations.”

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

“Keeping up the promise of an open, connected and sustainable world through positive mobility is a great challenge. VINCI Concessions’ capacity for innovation enables our teams to excel, harnessing their unique expertise – in both quality of service and the customer experience – to bring to life our first commitment: ensuring everyone can access sustainable mobility.”

OLIVIER MATHIEU,
Executive Vice President of VINCI Concessions

“2023 saw us finalise a number of significant financial structures in Colombia, France and the United Kingdom. These investments show the strength of the concession model in guiding the transition of mobility structures all over the world.”

Back to front, left to right



Leading the way in positive mobility

VINCI Concessions finances, designs, builds, operates and maintains over 100 airports, highways and railway projects in 23 countries through the VINCI Airports, VINCI Highways and VINCI Railways subsidiaries. We are aware of the responsibility that we hold due to our leading position and have committed to making mobility more sustainable, efficient and safe. We harness our integrated expertise, we work with regions – and for local residents – to create economic, societal and environmental value that benefits everyone. Lastly, we are helping our stakeholders with the environmental transition that they need to achieve.



As the world’s leading private airport operator, VINCI Airports operates more than 70 airports in 13 countries across Europe, Africa, Asia and the Americas. It is a comprehensive integrator that designs, finances, builds, operates and maintains these essential structures, leveraging its investment capability and know-how to optimise operational performance and modernise the infrastructure. VINCI Airports committed to an international environmental strategy in 2016 and has rolled it out across its network, with the aim of reaching net zero emissions at its EU airports and London Gatwick by 2030, reducing its direct carbon footprint by two thirds in 2030, and reaching zero direct net emissions across its entire network by 2050.



267 million
passengers at airports in the
VINCI Airports network in 2023



VINCI Highways is one of the world’s leading concessions companies in road mobility services. The subsidiary designs, finances, builds, operates and maintains highways, urban networks, bridges and tunnels across a network spanning 4,300 km in 14 countries. VINCI Highways also leads the way in free-flow mobility solutions, with millions of people signed up to its digital services all over the world. By applying the highest standards in terms of performance, safety and innovation, VINCI Highways guarantees a positive experience for drivers and is bringing about the transition to more sustainable mobility.



293 million
toll transactions on the
VINCI Highways network in 2023



VINCI Railways designs, finances, builds, operates and maintains rail and urban transport infrastructure. The subsidiary uses its integrated model to respond to a wide variety of projects, working in synergy with VINCI Group business lines. Recognised as a pioneer in the industry, VINCI Railways manages high-profile projects in France and provides decision makers in the public and private sectors with comprehensive expertise across the full value chain of urban mobility and railways: investment, optimisation of operational performance, modernisation of infrastructure and achievement of the environmental transition.

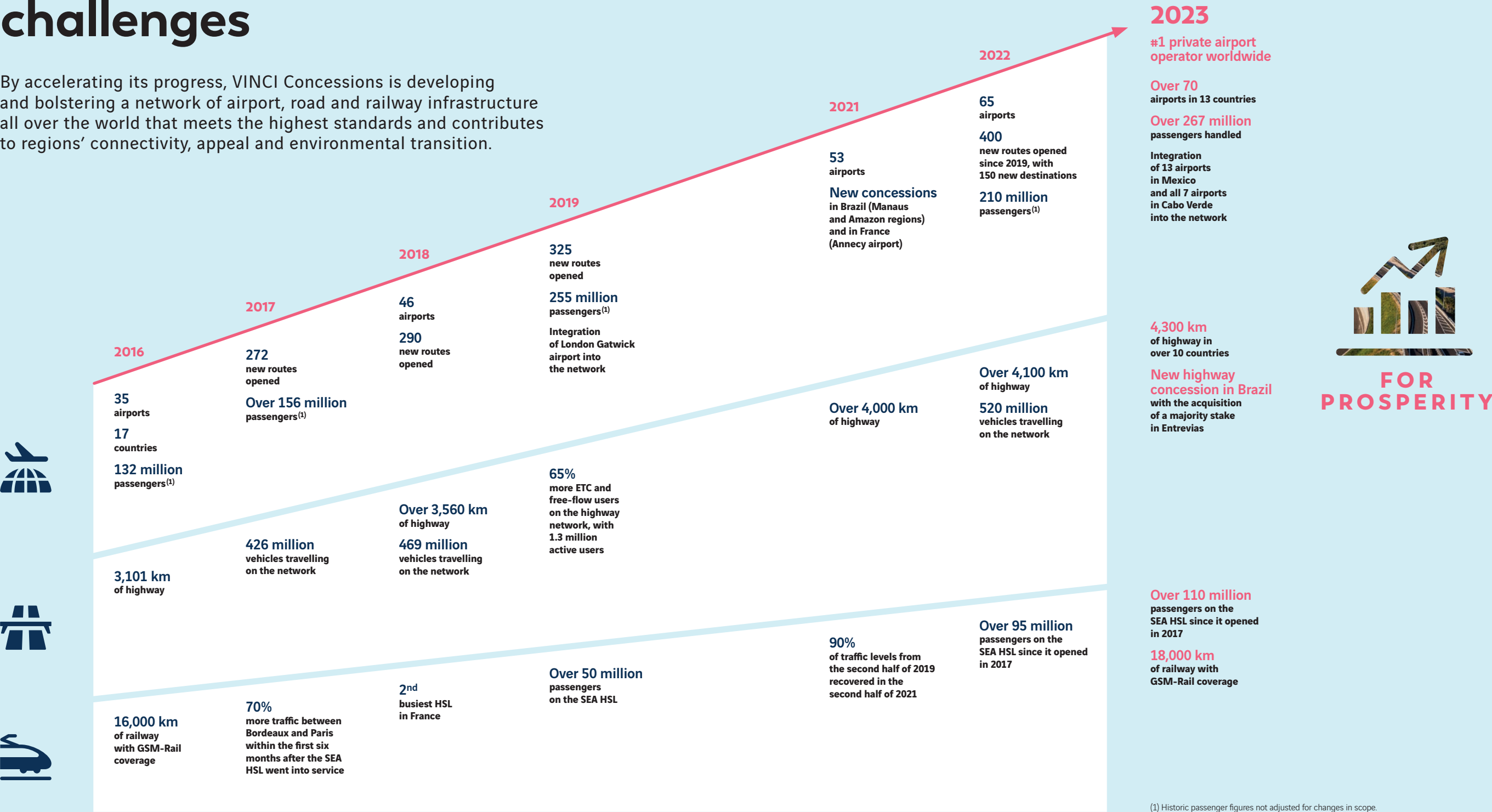


Over
110 million
passengers on the SEA HSL
since its opening until 2023



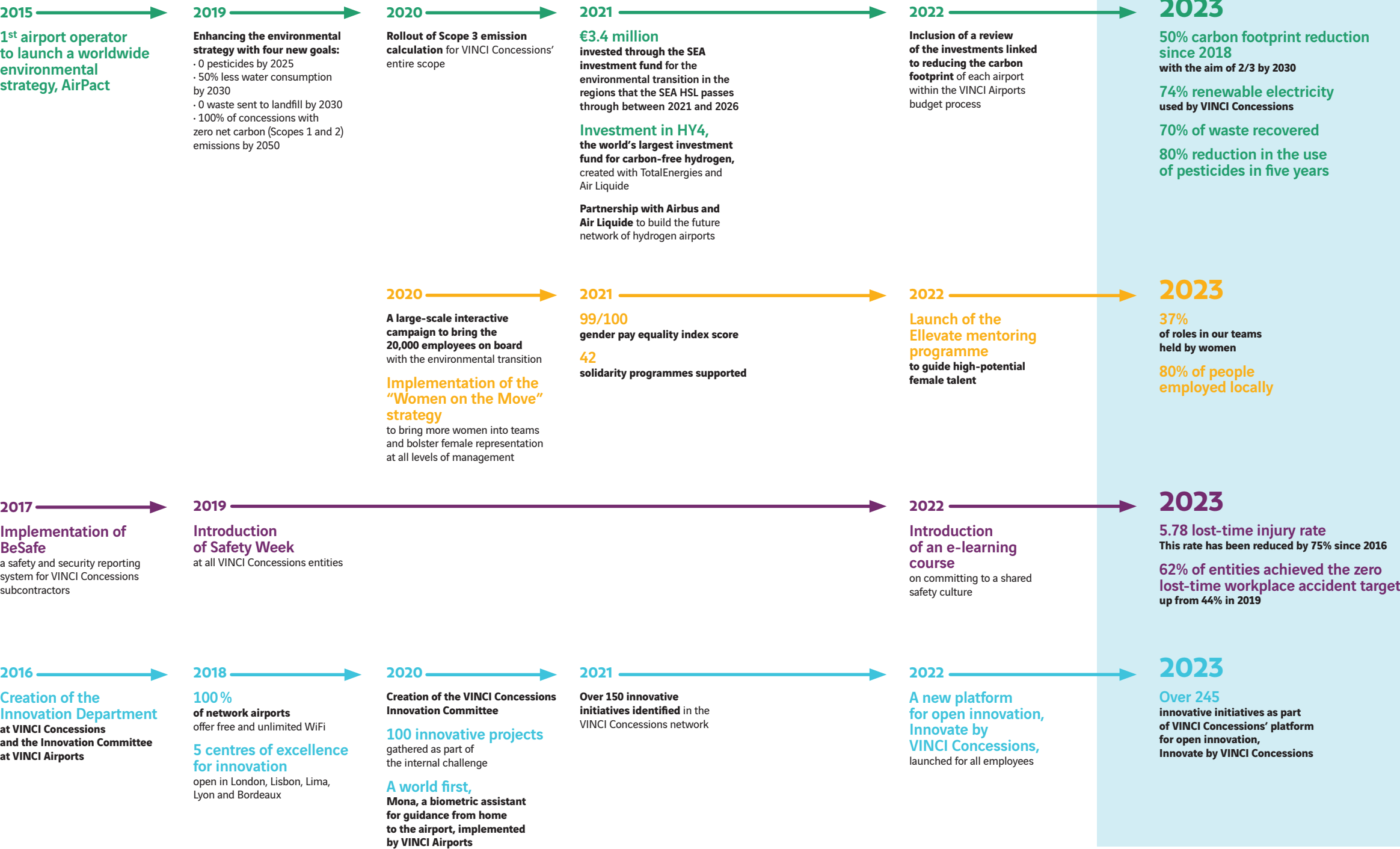
Rapid growth to support VINCI Group challenges

By accelerating its progress, VINCI Concessions is developing and bolstering a network of airport, road and railway infrastructure all over the world that meets the highest standards and contributes to regions’ connectivity, appeal and environmental transition.



(1) Historic passenger figures not adjusted for changes in scope.

Actively committed to pioneering



FOR THE PLANET

FOR PEOPLE

FOR SAFETY

FOR INNOVATION

Our impact over the year

JANUARY

Solar highways in Germany

VINCI Highways commissions its first photovoltaic production unit in Germany. It is installed on the roof of the operations centre of the A5 highway (Via Solutions Südwest) south of Karlsruhe, where it will produce a nominal capacity of 38.625 kWp of carbon-free electricity.



PARTNERS TO HYDROGEN

VINCI Concessions invests €15 million in Hype, France's first integrated hydrogen mobility platform, and becomes its exclusive partner for the construction of new hydrogen production and distribution infrastructure in the Greater Paris area, as well as the development of the hydrogen network in France and internationally.

IMPACT FOR THE PLANET
p. 30



FEBRUARY



A first for Salvador Bahia in Brazil

Salvador Bahia airport is awarded ISO 14001 certification – the first airport in Brazil to receive this international standard, confirming the excellence of its environmental management system.

MARCH



All airports ACA 4+ certified in Portugal

With 10 airports managed by VINCI Airports awarded ACA4+ by the ACI's environmental assessment programme, Portugal becomes the first country in the EU to achieve this level for its entire airport system.

APRIL

AN XXL SOLAR PLANT AT LYON-SAINT EXUPÉRY AIRPORT

VINCI Airports announces the launch of a 14-hectare solar farm installed on car park shade structures at Lyon-Saint Exupéry airport. It will be one of the largest of its type in France, offering 20 MWp capacity and generating 24 GWh of green electricity annually to be injected into the grid to power local towns.

IMPACT FOR THE PLANET
p. 24-25



VINCI Highways takes control of the Bogotá—Girardot highway in Colombia

VINCI Highways acquires an additional stake in the company that holds the concession to the Bogotá—Girardot highway, taking its share from 50% to 75%. VINCI Highways also finalises the long-term financing of the project for an amount of €535 million.

VIAPLUS, VINCI HIGHWAYS' NEW FREE-FLOW BRAND

VINCI Highways launches its new mobility brand ViaPlus. ViaPlus specialises in free-flow traffic systems, offering transport agencies a full range of technologies to process high-volume transactions, customer operations and data analytics.

IMPACT FOR INNOVATION
p. 66-67



MAY

THE FIRST HIGHWAY CONCESSION IN BRAZIL

VINCI Highways acquires 55% of Entrevias, a company that holds the concession to two toll road sections of highway in Brazil until 2047.

IMPACT FOR PROSPERITY
p. 50



VINCI Airports pledges to combat wildlife trafficking

In continuation of its commitment to protect biodiversity, VINCI Airports ratifies the Buckingham Palace Declaration, an international reference in the fight against wildlife trafficking. It also joins United for Wildlife Transport Taskforce, a global partnership to combat the illegal wildlife trade.



The first fully-electric plane at Lyon-Bron Airport

VINCI Airports welcomes a fully-electric plane for the first time at Lyon-Bron Airport: a two-seater provided to pilot schools as part of a partnership with the French Aeronautical Federation (FFA), the Auvergne-Rhône-Alpes region and local towns.

JUNE

Low-carbon mobility on track at Porto Santo

VINCI Airports will develop a new terminal at Porto Santo in Portugal as part of a project designed to develop the airport's connectivity and achieve the net zero emissions target.

A future site for new railway operators

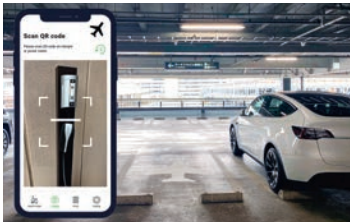
LISEA acquires land near Bordeaux to build the first independent maintenance and storage site for new operators on the SEA HSL.

JULY



Operation of seven airports in Cabo Verde takes off

VINCI Airports takes over the operation of seven airports in Cabo Verde as part of a 40-year concession, in a country with a growing tourism sector.



Electric mobility moves forward in Japan

VINCI Airports launches a programme to set up over 180 recharging points for electric vehicles at car parks at Osaka Itami. This large-scale installation gives the airport the largest electric vehicle charging facilities of all Japanese airports.

SEPTEMBER

A MAJOR CONTRACT FOR RECHARGING STATIONS IN GERMANY

VINCI Concessions wins a 12-year contract to roll out ultra-fast⁽¹⁾ charging stations for electric vehicles in the Berlin, Hamburg and Leipzig areas.

IMPACT FOR THE PLANET
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OCTOBER

Positive momentum at Belfast airport

VINCI Airports announces a five year £100 million investment plan that will boost operational efficiency at Belfast airport and improve the passenger experience, as well as environmental performance.



Inauguration of the Schloësing slip road in Marseille

The first step of a major programme to redevelop the wider eastern section of Marseille, this new route linking Boulevard Schloësing to the A50 highway and Prado-Carénage Tunnel is designed to make people’s urban journeys easier and smoother, maintain a high-quality and safe service, and improve the local environment for residents.

NOVEMBER



SUSTAINABLE FUELS ROLL OUT IN THE VINCI AIRPORTS NETWORK

Saint-Nazaire Montoir’s operator VINCI Airports and TotalEnergies team up to provide sustainable aviation fuel at the airport.

IMPACT FOR THE PLANET
p. 26-27

A TERMINAL THAT MEETS THE HIGHEST STANDARDS OF EXCELLENCE IN JAPAN

The international departures terminal at Kansai International Airport (KIX) in Osaka is expanded and renewed to meet the highest standards in terms of the passenger experience and form the “first pavilion” of World Expo 2025 in Osaka.

IMPACT FOR PROSPERITY
p. 49

DECEMBER

ACA 5 for four airports in the network

The airports of Toulon Hyères in France as well as Beja, Madeira and Ponta Delgada in Portugal receive Level 5 of the ACI’s ACA programme – the highest environmental distinction in the sector.



A 30-YEAR EXTENSION TO A CONCESSION CONTRACT IN THE DOMINICAN REPUBLIC

VINCI Airports, concession holder of six airports in the Dominican Republic since 2016, has its contract extended by the government until 2060.

IMPACT FOR PROSPERITY
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A first look at 2024

JANUARY

London Gatwick, the 1st international airport to open an Electric Forecourt®

London Gatwick becomes the first international airport to open an Electric Forecourt®, a filling station specifically for charging electric vehicles (EV). With 30 EV charging bays and points solely powered by renewable energy, the station is not only for airport passengers and staff, but also local residents, commuters and commercial fleets.

A new biometric solution for passengers at airports in Portugal

In Lisbon and Porto, VINCI Airports and ANA – Aeroportos de Portugal, manager of 10 airports in Portugal, launch the “Biometric Experience by VINCI Airports” – a solution that digitises biometric data to offer a smoother and quicker boarding experience. This innovative project is supported by the European Union as part of the NextGenerationEU programme and will also launch at the airports of Faro, Madeira and Ponta Delgada.

FEBRUARY

Rio-Antirrio bridge introduces the first e-pass subscription for electric vehicles in Greece

The Rio-Antirrio bridge, operated by VINCI Highways, becomes the first concession in Greece to launch an e-pass subscription specifically for EVs. This initiative comes as part of the plan rolled out by VINCI Highways to strengthen its network’s environmental performance and support the decarbonisation of road mobility in the regions where it operates.

On the road to a new highway concession in the United States

VINCI Highways signs an agreement to acquire NWP HoldCo LLC, concession holder for the Northwest Parkway, a 14 km toll road section of the Denver beltway in Colorado. Set to last until 2106, this concession has a remaining term of 83 years – the longest on the highway concession sector in the United States.

(1) With charging power of 400 kW, the highest current standard for high-power charging points.



PACT

FOR THE PLANET

We believe that reconciling mobility with the environment is possible. That's why we are doing everything we can to not only cut carbon in our operations and encourage our stakeholders to do likewise, but also preserve resources – by way of the circular economy – and protect natural environments and biodiversity in the regions where we operate.

Our approach to progress and our action plan for the environment

Proactive and pioneering, our approach goes beyond the scope of our operations. It also involves our partners and the regions that place their trust in us, to bring about the sustainable transformation of mobility.

Kick-starting decarbonisation by setting an example

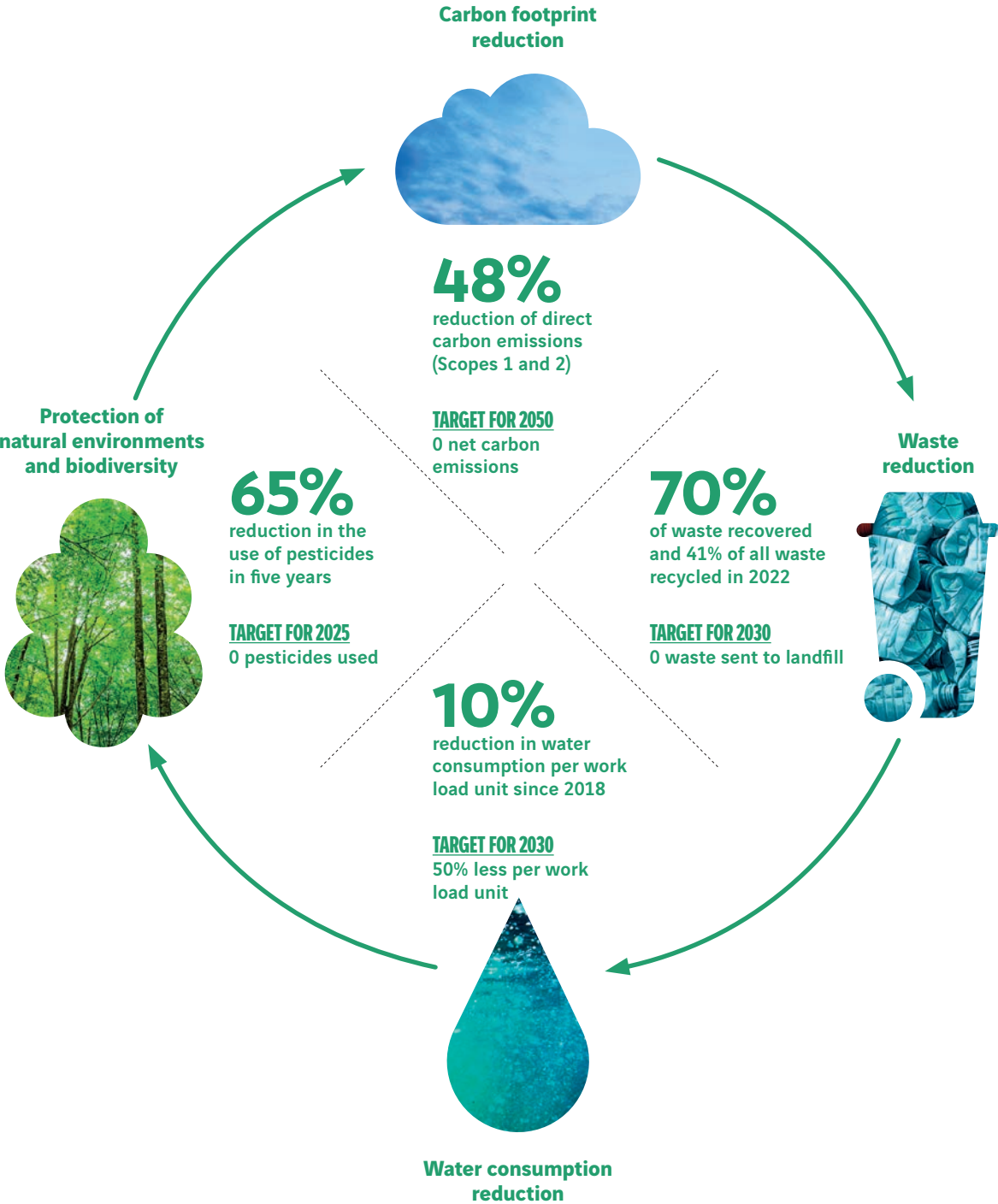
VINCI Concessions' decarbonisation strategy is based on taking action in three priority areas: leading the way by reducing our own emissions through energy efficiency measures and the use of renewables; contributing beyond our activities by helping stakeholders (transporters, travellers and more) reduce their own carbon footprint; and supporting regions in their climate transition. VINCI Concessions committed to reducing its own carbon footprint in line with the pathway defined by the Paris climate agreements and aims to achieve net zero emissions within its direct scope by 2050. The company already achieved its aim of halving direct (Scope 1 and 2) greenhouse gas emissions in 2023 – seven years ahead of schedule. The strict energy-saving measures rolled out at various network infrastructure in the face of the energy crisis made a significant contribution to this result. It was the combination of multiple phenomena – gas and energy savings, the return on investment from renewable energy facilities (solar), and the replacement of energy-intensive heating, air conditioning and lighting with more efficient equipment such as LED light fittings.

The solar plan rolled out widely since 2018 also contributed to this push to decarbonise energy. Total capacity of 50 MWp has now been installed, mostly for self-consumption at VINCI Concessions sites in the United States, the Dominican Republic, Brazil, Chile, Peru, Portugal, Japan, France, Germany, Slovakia and Mexico.

Winning over the entire value chain

Although we have achieved our aim of leading the way in Scope 1 and 2 emissions, we must now focus our efforts on Scope 3 – that is to say, at every step of the value chain, i.e. with users and partners. This is because indirect emissions have an enormous impact, making up 98% of VINCI Concessions' overall footprint. We are therefore developing innovative tools and incentives to help our stakeholders step up their own decarbonisation. In 2021, VINCI Airports became the first operator to apply sliding scale landing fees based on carbon emissions to airlines, encouraging them to renew their fleets with aircraft that generate less emissions. After France, the rollout of this fee system is now going international in Brazil, Serbia and soon Portugal.

IMPACT FOR THE PLANET



Biofuels, green hydrogen and electricity: the energies of the future

The issue of fuel is crucial to the decarbonisation of air travel. By applying sliding scale carbon fees, VINCI Concessions encourages airlines to opt for alternatives such as biofuels. Made from used cooking oil, sustainable aviation fuels (SAFs) bring CO₂ emissions down by around 80% through their entire life cycle when compared to fossil kerosene. VINCI Airports is pioneering in the distribution of SAFs in France, with availability at a number of its airports – Clermont-Ferrand, Grenoble, Saint-Nazaire and Toulon, as well as London in the UK. In the longer term, VINCI Concessions is also preparing for the arrival of the first hydrogen-powered aircraft in the 2030s. In late 2021, VINCI Group joined forces with Air Liquide and TotalEnergies to create the world’s largest investment fund for the development of carbon-free hydrogen infrastructure. The fund aims to generate around €15 billion of investment in the sector by 2028. At VINCI Airports, this approach is already taking shape in operations. Through a partnership with Airbus, an initial hydrogen gas distribution station will be installed at Lyon-Saint Exupéry airport in 2024 as part of a pilot project, powering local fleets – such as airport buses and lorries – before the rollout in 2026 of a liquid hydrogen

production and distribution station to supply future aircraft. Lastly, by installing electric charging points within its network, VINCI Concessions is also helping to develop low-carbon mobility on the ground – both for tourism vehicles and runway vehicles for use at its airports.

Long-term action through carbon sequestration

To reach its net zero emission targets – in 2030 in the European Union and London Gatwick and by 2050 globally – VINCI Concessions is also preparing to capture residual emissions by deploying impactful local solutions that will generate positive externalities for regions. In 2023, VINCI Airports and the Rhône Chamber of Agriculture launched their first local agricultural project, which has a low carbon label for large-scale crop cultivation. It will enable the airport to offset its residual emissions and the region to encourage more sustainable farming that releases less CO₂. VINCI Concessions also signed a 30-year partnership in 2023 with Neosylva, a Nantes-based start-up that helps forest owners secure the lasting value of their asset; through low-carbon reforestation, the partnership will enable VINCI Concessions to anticipate the carbon sequestration requirements of

Reforestation project in Lavandou, near Toulon airport; this low carbon label project will enable the airport to capture its residual emissions.



French airports. Lastly, VINCI Concessions is also exploring the option of forest carbon sinks near its airports – such as in Lyon, Toulon Hyères, Portugal and Costa Rica. The company is sharing the benefits with its airline partners, as in Nantes, enabling them to meet their obligations under the French Climate Law.



Reducing and reusing waste

VINCI Concessions aims to recover 100% of its waste by 2030 and has taken a circular economy approach based on a twofold aim: reducing the quantity of waste generated and ensuring systematic recovery. In regions with mature sorting and recovery facilities, VINCI Concessions teams work to identify which subcontractors offer the best waste recovery rates. That’s why around 70% of waste is recycled and 100% recovered in the United Kingdom and Portugal. And in regions where recycling channels are emerging or inexistent, VINCI Concessions works with various local actors – particularly ragpickers – to develop inclusive recycling projects by organising sorting system at its sites, applying strict conditions in terms of safety and monitoring. Projects of this kind,

tackling both social and environmental concerns, have already been deployed in Cambodia and are currently being rolled out in Manaus, Brazil.

Preserving natural environments

Transport infrastructure also has an impact on natural environments and biodiversity due to its regional footprint. VINCI Concessions operates with a long-term view and therefore takes action over time to reduce this environmental impact, partnering with local associations to develop solutions to reduce water consumption, preserve natural habitats and ensure that wildlife can continue to move around safely. In Brazil, for example, a biodiversity centre was created at Salvador Bahia airport to protect avian fauna, including by collecting birds for release in risk-free areas. And in Mexico, a Wildlife Conservation and Management Unit (known locally as an UMA) was set up specifically to drive the action of OMA, a subsidiary of VINCI Concessions, in the protection of biodiversity. In 2022 and 2023, nature inventories were drawn up at 13 airport sites operated by OMA. They recorded the habitats and species present and were used to set ecosystem management targets while guaranteeing airport safety.



Background

Solar energy plays a key role in the VINCI Concessions decarbonisation plan. With potential capacity estimated at over 1.2 GWp, installing solar plants within the network revolutionises its energy supply – not only for the structures themselves, but also for local companies and authorities.

Lyon-Saint Exupéry goes solar

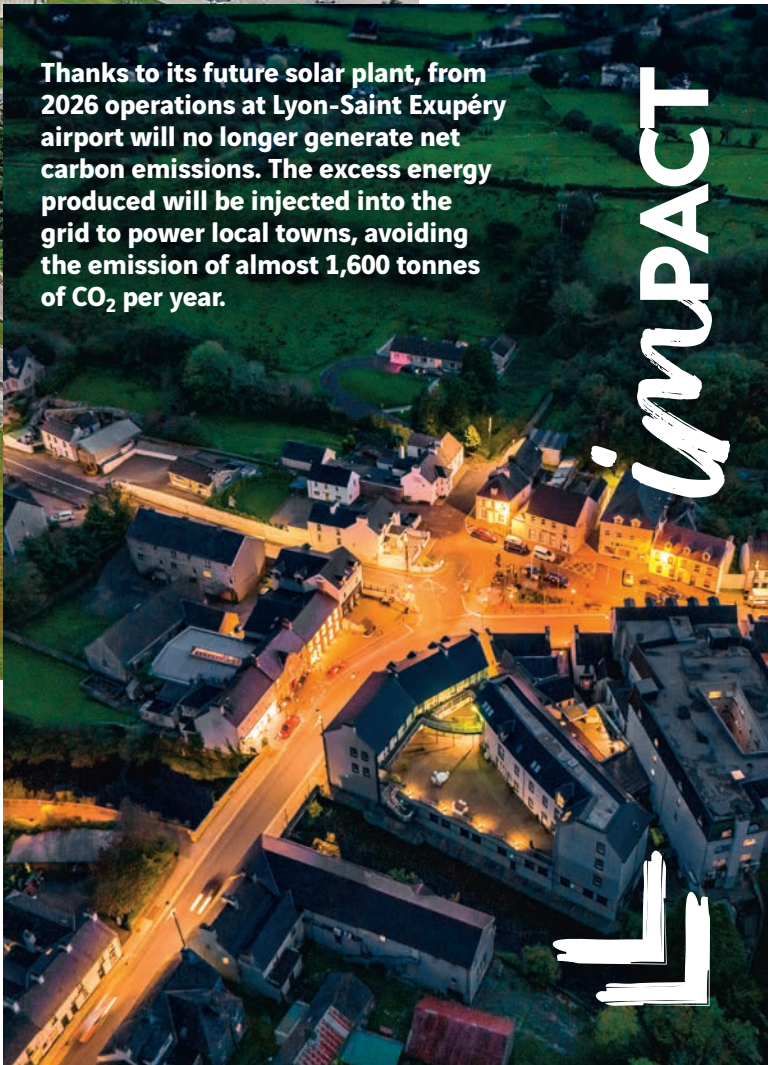
Set to go into service in 2025, the solar plant at Lyon-Saint Exupéry consists of 14 hectares of shade structures sheltering 5,800 of the airport’s parking spaces, making it one of the largest solar carports in France. Offering 20 MWp capacity, it will generate 24 GWh of green electricity annually – enough to meet the needs of 9,000 local residents. Design, financing and construction were entrusted to a consortium formed of Neoen and SunMind, VINCI Concessions’ photovoltaics subsidiary, which will operate the plant until 2047. With this mega-plant, Lyon-Saint Exupéry – which in late 2022 obtained ACA 4+ accreditation, one of the highest levels granted by the ACI – is confirming its status as the VINCI Concessions innovation lab and pilot site. This major project also contributes to VINCI Airports’ overarching ambition to produce renewable energies at its sites. VINCI Airports has been committed to developing the solar potential of its network since 2016 and therefore already possesses capacity of over 40 MWp, with plants in operation in the United Kingdom, Portugal, Brazil, the Dominican Republic, Japan, France and Mexico.



CGI rendering

14 hectares
solar canopies

24 GWh
of power produced annually



Thanks to its future solar plant, from 2026 operations at Lyon-Saint Exupéry airport will no longer generate net carbon emissions. The excess energy produced will be injected into the grid to power local towns, avoiding the emission of almost 1,600 tonnes of CO₂ per year.

Background

Under European regulations, airlines’ fuel blends must incorporate 2% biofuels in 2025, 6% in 2030 and 34% in 2040. By offering biofuels at its airports, VINCI Airports is guiding the aviation industry on its decarbonisation pathway.

Biofuels for Airbus

The operator of Saint-Nazaire Montoir, VINCI Airports, teamed up with TotalEnergies to provide SAFs at the airport. Prior to blending, this biofuel is produced in France by TotalEnergies using waste and residues from the circular economy, such as used cooking oil. In its pure state, it can be used to reduce CO₂ emissions by up to 90% throughout the entire life cycle compared to its fossil fuel equivalent. It is then blended at up to 30% with standard aviation fuel. As the main client of Saint-Nazaire Montoir airport, Airbus aims to fully decarbonise its activities in Loire-Atlantique by 2040. The aircraft manufacturer will therefore use SAFs to refuel the BelugaXL, a giant cargo plane that transports fuselage elements between its Saint-Nazaire production facility and assembly line locations in Toulouse and Hamburg on a daily basis. This fuel will also be used by the Airbus shuttle operated by Air Corsica, which transports the company’s employees and subcontractors between Saint-Nazaire and Toulouse every day.

Up to
27%
less direct CO₂
emissions overall
than biofuels
(post-blend)



Providing SAFs to leading international aircraft manufacturer, Airbus, is a major development. The BelugaXL carries out three rotations a day on average.

impact

Background

The quality and density of the charging point network are prerequisites to the rise of electric mobility. In Germany, VINCI Concessions won a call for tender launched by the German Ministry for Digital and Transport, which aims to develop a network of ultra-fast charging points all over the country.

A contract to accelerate electric mobility in Germany

The three contracts awarded to VINCI Concessions under the Deutschlandnetz regional programme amount to an overall investment of €200 million, subsidised in part by the concession grantor. A total of 106 stations with 828 charging points⁽¹⁾ will cover the regions of Berlin, Hamburg and Leipzig. Through eliso, a subsidiary specialising in electric vehicle charging infrastructure in Germany, VINCI Concessions will be tasked with acquiring land, installing the stations and operating them for 12 years. The first site is expected to go into service in 2024. VINCI Concessions will be able to count on the expertise of VINCI Energies (Omexom) for electrical work in Germany, including to install charging points. With this new contract, VINCI Concessions is accelerating its development in the electric mobility infrastructure sector. The company already operates in Germany through its subsidiary VINCI Highways, the country’s leading highway operator. It has five public-private partnerships currently in operation or under construction, representing over 200 km of highways and federal roads.

(1) With charging power of 400 kW, the highest current standard for high-power charging points.

106 stations
Around €200 million of investment



These new stations will contribute to Germany’s aim of achieving carbon neutrality by 2045; the country intends to reach the milestone of 1 million public charging points by 2030 to encourage people to opt for electric vehicles.



Supporting the agricultural transition in France

Background: Agriculture presents multiple challenges in bringing about the environmental and inclusive transition regionally.

Launched in May 2023 by LISEA, concession holder of the South Europe Atlantic high-speed line (SEA HSL), and the line’s maintenance company MESEA, the second “Supporting sustainable local agriculture” call for projects selected 26 proposals based on three main focuses: the environmental performance of agricultural holdings; local and inclusive development of market gardening and legume crops for human consumption; and experimental research to relocate the plant-based protein sector.

This call for projects intends to support the acceleration of the transition in the regions that the SEA HSL passes through based on local needs and national and European policies for the ecological and energy transition.



Background

Hydrogen could play a key role in decarbonising road mobility; but in order to develop, this alternative energy will need to scale up.

Making a major commitment to hydrogen with Hype

In 2023, VINCI Concessions finalised a €15 million investment in Hype, France’s first integrated hydrogen mobility platform, with a taxi fleet of some 350 vehicles. Hype was launched in Paris in 2015 during COP21 to address urgent health issues arising from air and sound pollution in urban environments. It is developing the first hydrogen mobility platform that simultaneously incorporates supply, production, distribution and usage, with taxis as the first relevant market. VINCI Concessions’ investment was accompanied by the implementation of a strategic partnership with Hype 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. Twenty-six stations distributing locally-produced hydrogen – 20 of which with a capacity of 1 tonne per day – are expected to go into service in the next three years, and will be open to all. Moreover, VINCI Concessions will harness its resources to enable Hype to deploy its network of stations in other regions of France and internationally, including VINCI Energies’ expertise in hydrogen.

€15 million
invested in Hype,
France’s first integrated
hydrogen mobility platform



VINCI Concessions’ financial and strategic commitments support the rapid and massive shift of taxis and other forms of professional mobility to zero emissions. Hype plans to roll out the platform in 15 other regions in France and internationally by the end of 2025.

Lighting up the Athens—Patras highway the intelligent way

Background: The Athens—Patras highway, part of the VINCI Highways network, has become the first in Greece to implement a smart lighting system that automatically adapts to traffic levels and driving conditions.

Developed in collaboration with the National Technical University of Athens (NTUA) and specialised start-ups, this solution uses artificial intelligence and machine learning to identify the optimal level of lighting using data (based on traffic flow and incidents, the weather, etc.) from multiple sources – such as interchanges, real-time weather station data, and highway cameras. Trialled on the Elefsina—Corinth section, the system will gradually be rolled out to the entire highway.

This adaptive lighting system, combined with the energy performance of the LED light fittings already fully rolled out on the Athens—Patras highway, will reduce the highway’s annual energy consumption for lights at night by up to 75%.





PACT

FOR PEOPLE

People are central to all of our projects. By developing responsible, safe and inclusive mobility, we generate a lasting positive impact for the residents of the regions that trust us with their infrastructure. It is our teams all over the world who make this progress possible.

Our approach to progress and our actions to help people

Our impact on people is central to our businesses. Transforming mobility also means working with and within regions by including fragile communities and developing all forms of potential.

A positive local footprint

Each new concession or project is, first and foremost, a new adventure for people. By establishing itself in a region, VINCI Concessions prioritises direct and indirect local employment and commits to the development and employability of local people, as well as support for entrepreneurs and communities' economic inclusion.

That's why London Gatwick in the UK has, through its "Decade of Change" road map, pledged to employ at least 55% its workforce from the local area, with a target of 65% for 2030. Meanwhile, in Colombia, 48% of the workers on the Vía Sumapaz worksite in 2023 were locals. And in Greece, 83% of Olympia Odos employees come from local communities situated along the highway.

Momentum for empowerment and inclusion around our infrastructure

Within the areas that they influence, concessions also play a role showcasing local economic activity, acting as a catalyst for employment and injecting momentum into the potential of entrepreneurs from vulnerable local communities. In Colombia, productive projects created along the route of Vía Sumapaz led to support for more than 400 new initiatives. In France, Aéroports du Grand Ouest took part in Startup Innovation Day in 2023 and gave the corporate social

responsibility (CSR) award to a start-up, Handi-Gaspi, that works with a local sheltered workshop. Promoting equal opportunities and inclusion is also a priority. This year, to mark International Women's Day, the NGO Happy Chandara brought 25 schoolgirls to visit airports in Cambodia, where they got to meet the airports' female managers and take part in a debate over lunch with female speakers. In France, Aéroports du Grand Ouest welcomed 140 students aged 14 to 15 to discover airport careers as part of the "Give Me Five" programme. And London Gatwick achieved its diversity objective in 2023 by recruiting male and female apprentices.

Standing alongside women

By developing its infrastructure, VINCI Concessions also acts all over the world to support and promote the role of women in society and business, including through the Ellevate internal mentoring programme (see overleaf). In Peru, to mark the International Day for the Elimination of Violence Against Women, Lima Expresa once more joined forces with the Ministry of Women and Vulnerable Populations to promote a campaign against gender-based violence. And in France, MESEA has supported the "Elles Bougent" association since 2019, while Aéroports de Lyon launched the AD'ELLES programme this year – a group of highly qualified women proposing initiatives in strategic areas.

imPACT FOR PEOPLE



(1) Based on figures consolidated by VINCI Airports Academy as of 31 December 2023 and reported to VINCI Group.

Background

Increasing the number of women in our workforce and in leadership positions is a challenge that we face everywhere we operate, all over the world. But mentoring and championing role models for young women are effective ways of removing the obstacles to this aim.

Ellevate, the VINCI Concessions mentoring programme for women

VINCI Concessions is working to increase the number of women in its workforce, including in technical professions, and improve female representation at all levels of management. To do so, it guides women throughout their careers in all the countries in its network, offering them opportunities that align with their aspirations and striving to attract more women to the mobility sector. This approach is already bearing fruit; for example, a number of airports in the network are headed by women in France, the Dominican Republic and Brazil. In 2022, to accelerate this change, VINCI Concessions created an international mentoring programme, Ellevate, to help high-potential female employees by offering them key knowledge related to leadership, networking and influence. The aim is to prepare the next generation of managers for their future responsibilities. Each participant is mentored by a member of the Executive Committee.



40%
female representation
in the workforce
by 2026



IMPACT

The percentage of women in the VINCI Concessions’ workforce is now 37%, of which 37% in leadership positions. Almost 50 women from 14 countries have already received mentoring through the first two editions of Ellevate.



Stories of our talents

Operating over 90 pieces of infrastructure in 23 countries, VINCI Concessions offers an inclusive and stimulating environment for all talents seeking opportunities for their careers and international mobility. **Here are four cases from several different continents.**

My career shows that female leadership is a reality at VINCI Concessions.

“I was recruited to work at Lisbon airport as a specialist maintenance engineer in 2001, and over my career I was given more responsibilities, eventually becoming the airport’s Assistant Director in 2018. In 2023, I completed my training as part of the ACI and ICAO⁽¹⁾’s AMPAP⁽²⁾ and took part in a number of programmes on leadership, financial management and airport security. That same year, I was given the opportunity to join VINCI Concessions’ Ellevate programme to support female leadership, before becoming director of Lisbon airport. I also took part in a training programme in Portugal for managers who could potentially join the Executive Committee.”

Sandra HORTA FERREIRA,
Director of Lisbon airport

(1) International Civil Aviation Organisation.
(2) The Airport Management Professional Accreditation Program.



From Salvador to Paris: I seized the opportunity of an international transfer.

“In 2021 I joined the VINCI Airports’ Brazilian business development team, based at Salvador Bahia airport. I found out that an opportunity was opening up at the business development team in Paris. I then met VINCI Airports’ heads of marketing and operations at an event organised by Salvador airport, and told them that I was interested in undertaking an international transfer and joining L’archipel. So I’ve been working in Nanterre, since February 2023. An amazing opportunity to add to my skills!”

Bernardo MASCARENHAS,
Aviation business analyst at VINCI Airports



Key projects and today, management responsibilities.

“I started my career at ViaPlus in 2018 as a director in charge of managing database systems and the database team. I already had 19 years of experience in the IT sector, 13 of which in the US. At ViaPlus, I had the opportunity to manage fantastic projects involving data migration, app development and system stabilisation – in the US, for example, with the North Texas Tollway Authority and the SR-91 in California, as well as in Ireland with the M50 Dublin ring road. In 2022 I was named Deputy head of technology at ViaPlus, and I am now part of the subsidiary’s Executive Committee. I am delighted to know that, through this role, I will take part in the development of ViaPlus.”

Vikram BADE,
Deputy head of technology at ViaPlus India



I never imagined I could have this job one day, or take on these responsibilities – and so quickly!

“I joined MESEA in 2016 as a project assistant. I was responsible for helping operational staff write a safety reference guide and carry out administrative tasks. I wanted a role that I could really thrive in, so when I discovered the various railway professions through my work with operational staff, I wanted to change careers. After talking to my manager, I started an internal conversion to become a track and catenary maintenance worker. After months of training I became one in 2017 – just before commercial operation of the high-speed line opened in July 2017. Four years later, I was appointed deputy team leader for track and overhead lines. To support me through this career progression, I was able to take lots of technical and safety training courses and in 2023, with other managers, I had coaching to develop my management skills. Today, I regularly take part in initiatives led by MESEA related to subjects I care about – like increasing the number of women working in railway professions alongside the “Elles Bougent” association. I also occasionally train people at the MESEA Académie, sharing my expertise with new MESEA maintenance workers.”

Delphine RODRIGUES DA SILVA,
Deputy team leader for track and overhead lines at MESEA





PACT

FOR PROSPERITY

We are proud to play an essential role in the vitality of the territories that are home to the mobility infrastructure entrusted to us. Our bespoke solutions demonstrate the relevancy of the public private model in responding responsibly and sustainably to the long-term challenges that our concession grantors and stakeholders face.

Our approach to progress to support regions

By developing a network of infrastructure under concession all over the world, we provide regions with our expertise in value creation while taking local specificities into account. As trusted partners, we support their long-term appeal and growth.

Concessions, an answer to the challenges of our time

States, regions and local authorities currently face major economic, social and environmental challenges. The concession and public-private partnership models are flexible yet resilient, enabling these stakeholders to equip themselves with mobility infrastructure that meets the highest standards. These models are central to VINCI Concessions' activities. Relevant and agile, they meet regions' expectations, regulatory changes and environmental challenges. With contracts lasting several decades on average, they enable the long-term development of high-quality infrastructure that is crucial to the vitality of regional momentum. They are also part of a robust economic framework thanks to the integrated expertise of VINCI Concessions, which ranges from financing through to design, construction and operation.

A growing network

Today, the development of the infrastructure network under concession and operated by VINCI Concessions is supporting the appeal of very diverse regions all over the world, creating a positive impact for the mobility of people and goods. In 2023, various structural acquisitions further bolstered this network. It was a year of integration – for example in Mexico, following the acquisition of the OMA airport group in late 2022, and in Cabo Verde, where VINCI Concessions gave a roadshow presentation for teams at the country's seven airports. In Brazil, VINCI Concessions acquired a majority stake (55%) in Entrevias, which will hold the concession to 570 km of toll highways in the state of São Paulo until 2047. VINCI Concessions also consolidated its presence in Colombia by raising its stake in the capital of the concession holder of the Bogotá—Girardot highway (Vía Sumapaz) from 50% to 75%. Meanwhile, in the US and India, VINCI Concessions confirmed its leadership in the free-flow market by finalising its complete acquisition of TollPlus, a specialist in toll collection solutions. Lastly, in Germany, VINCI Concessions won a 12-year contract to set up 106 ultra-fast charging stations for electric vehicles through its subsidiary, eliso.

impact FOR PROSPERITY



No.1

private
airport operator
group in
the world

**Over
70**

airports
vs. 35 in 2016

267

million
passagers

400

new routes
opened since 2019,
with 150 new
destinations

**Over
250**

partner
airlines

VINCI AIRPORTS



4,300

km of road
network

293

million toll
transactions
in 2023

**Over
2.5 billion**

transactions
managed by
ViaPlus in 2023

VINCI HIGHWAYS



**Over
110**

million passengers
on the SEA HSL
since it went into
service in 2017

2nd
busiest HSL

in France with
25,493 train
journeys in 2023

VINCI RAILWAYS

For sustainable air travel

All over the world, taking on concessions goes hand in hand with heavily investing to modernise or expand infrastructure. The aim is to always strive to better serve passengers and foster the social and economic momentum of the region, all while rolling out an ambitious environmental policy. That is the case in the airport network with, for example, the modernisation and expansion work underway at Belgrade airport, which VINCI Airports has committed to transforming into a benchmark sustainable hub in Eastern Europe. The first projects delivered in 2023 are improving the airport’s efficiency and environmental performance, particularly due to the construction of a 15,000 m² solar power plant, designed to provide 1,200,000 kWh of solar energy. Meanwhile, in Japan, the second phase of the modernisation project at Kansai airport – which began in 2020, ahead

of World Expo 2025 in Osaka – was inaugurated in 2023. As a result, the new area for international departures has increased the terminal’s capacity from 23 million to 40 million passengers. And in Santiago de Chile, the inauguration of a new domestic arrivals area at the airport marked the first step of a plan to renovate the terminal for internal flights, which aims to handle 20 million passengers by 2025.

For high-quality road and airport infrastructure

In the Czech Republic, the new D4 Via Salis highway project – the country’s first road-related public-private partnership – will be delivered in late 2024. In Colombia, VINCI Highways has built a third lane over 60 km and renovated 50% of Vía Sumapaz. The project has also

promoted more environmentally friendly, non-motorised transport through the construction of bike lanes, walkways and footbridges, reflecting the needs and habits of the local population. Moreover, in Greece, the project to extend the Athens—Patras highway to Pyrgos is already 25% complete. In Brazil, Entrevias – which joined VINCI Highways in May 2023 – inaugurated two new 64 km sections in the region of Marília, in the central west area of São Paulo. It is the largest stage of work carried out since the start of the concession in 2017. And new investments are set to come in multiple countries: work will continue at Belfast airport, for example, as part of a £100 million five-year investment plan. VINCI Airports is also going to expand the solar power plant and cargo terminal in the Dominican Republic. Lastly, to meet increasing demand, London Gatwick continues to pursue its strategic plan to use its second runway, which is currently only used as a taxiway or in emergencies.



SERBIA
Since the expansion of the terminal and, in particular, the completion of the new pier, in 2023 passenger numbers at Belgrade were 30% up compared with 2019, and 25 new routes linked the airport to the rest of the world.



A long-term partner

These strong commitments mean that VINCI Concessions is able to develop lasting, trust-based relationships with concession grantors. For example, VINCI Airports has held the concession for six airports in the Dominican Republic since 2016; in 2023, that contract was extended by 30 years, now running until 2060. In Greece, VINCI Highways’ subsidiary Olympia Odos signed an agreement with the Greek authorities in 2022 to extend its concession, with a new additional 75 km of highway to reach the town of Pyrgos. And in 2023, VINCI Airports celebrated its presence in Portugal – marking the 10-year anniversary since taking over ANA, the concession holder for 10 of the country’s airports, for a duration of 50 years from 2013.

BRAZIL – The terminal at Salvador Bahia airport underwent a full transformation to highlight the local culture.

COLOMBIA – VINCI Highways is rehabilitating the entire length of the highway and building a third lane over a 65 km stretch in both directions.

GREECE – 20 km of the 75 km highway that will link Patras to Pyrgos have already been built.

Background

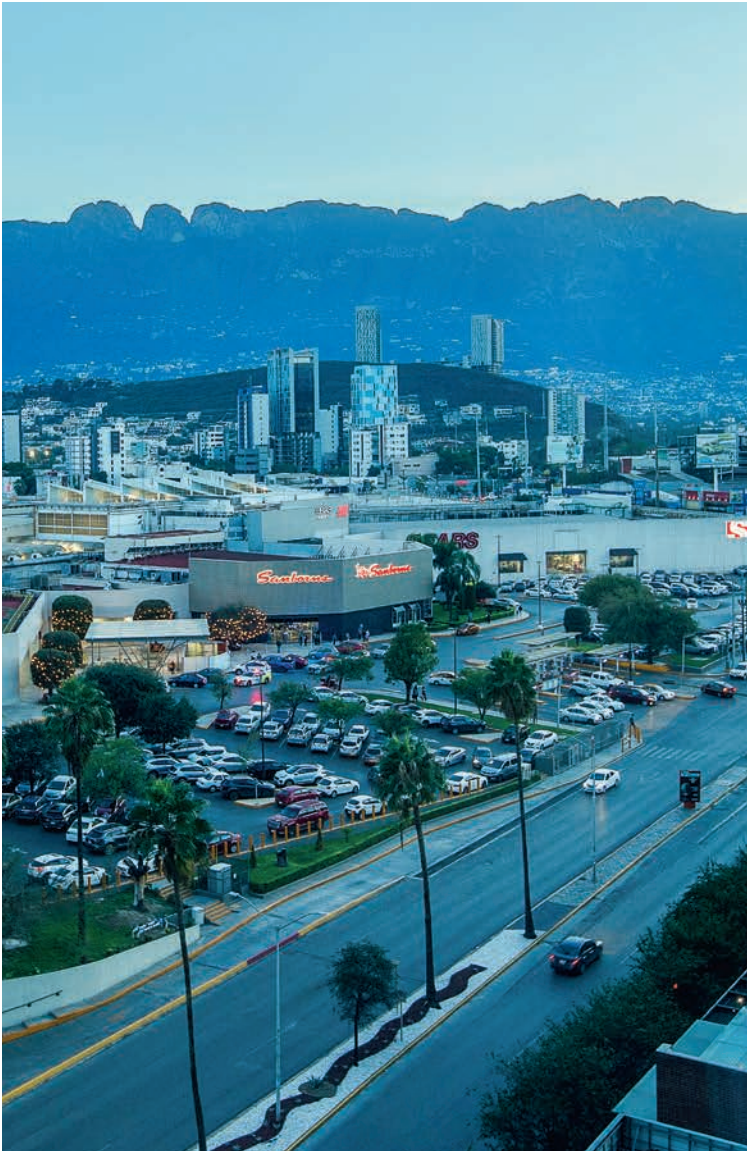
Mexico’s proximity to the US makes it particularly well-positioned to benefit from the current trend of nearshoring⁽¹⁾ industrial activities. The country is wide open to international trade and offers certain advantages, such as qualified staff, competitive wages, reduced costs and shorter distances by way of its geographic location in relation to its North American neighbours.

Supporting the nearshoring movement in Mexico

A number of multinationals that had offshored their manufacturing to Asia are now choosing to locate in Mexico in order to be closer to their key markets – a clear example of the nearshoring trend, supported by the tax incentives announced by the Mexican government. In 2022, VINCI Airports became the largest shareholder in OMA, the operator of 13 Mexican airports until 2048. That concession includes several airports in Northern Mexico, in the states of Chihuahua, Coahuila, Durango, San Luis Potosí and Nuevo León – the closest to the US border. Since October 2022, 55% of company repatriations have been concentrated in these five states alone, with investments of over \$37 billion. Companies in the automobile, agriculture and household appliance manufacturing industries have all set up there. The freight subsidiary OMA Cargo is capitalising on this nearshoring movement by developing partnerships with air cargo carriers. Between 2019 and 2023, volumes transported rose by 23%, and four new airlines – Mas Air, AeroUnion, Lufthansa and Air Canada – started operating within the OMA network. This momentum has also had a positive effect on international passenger numbers, which jumped by 20% in 2023 compared with 2022. Airports are transforming to keep up with this growth. The surface area of industrial buildings in the network has expanded by over 124% since 2020, and these buildings are fully occupied. To meet demand, new buildings are therefore currently under construction.

(1) A strategy to bring production closer to end consumers.

23%
more freight transported
since 2019



In terms of trade, estimations suggest that import and export activities in Mexico could increase between 10 and 15% as a result of the repatriation of industrial sites.

impact

Background

The Dominican Republic recorded record visitor numbers in 2023 with over 10 million tourists, 7.8 million of whom arrived by plane. Tourism generates 17.5% of national employment, representing 15.3% of the economy.⁽¹⁾ This meteoric rise is closely linked to the quality of the country’s airport infrastructure.

Combining economic development and environmental transition in the Dominican Republic

VINCI Airports, concession holder of six airports in the Dominican Republic through the Aerodom subsidiary since 2016, had its contract – initially scheduled to end in 2030 – extended by the government by 30 years. Since 2016, VINCI Airports has supported the Dominican Republic’s momentum in business and tourism by investing in the airport infrastructure for which it is responsible, in line with its environmental commitments. The installation of photovoltaic panels at six airports has made Aerodom the Dominican Republic’s leading company in terms of solar energy production capacity, with a total of 7.5 MWp. A new freight terminal was also built to support the country’s business development, while the atrium at Las Américas international airport was fully renovated and inaugurated in 2022. As part of the new concession contract from 2030 to 2060, VINCI Airports will be responsible for the financing, operation, maintenance, expansion and modernisation of the airports operated under concession. Projects yet to come include the construction and operation of a new passenger terminal at Santo Domingo airport, as well as the continuation of an environmental action plan that includes the development of solar plants, a wastewater treatment plant and waste sorting centres.

(1) Source: the World Tourism and Travel Council (WTTC).

US\$830 million

will be invested in airport infrastructure throughout the concession, of which \$250 million for the new terminal at Santo Domingo



Investments at Las Américas include the construction of a freight terminal that meets the highest environmental standards. CityCargo optimises energy and water consumption, recycles or reuses 100% of waste, and is powered by electricity from photovoltaic panels.



Full speed ahead towards World Expo 2025 in Japan

Background: VINCI Airports has been supporting the rise of Kansai’s airports since 2020, with the aim of continuing to develop tourism in Japan – particularly ahead of World Expo 2025.

With support from the Japanese government, work to renovate Kansai International Airport began with an initial stage to modernise the terminal’s domestic zone, which was inaugurated in 2022. The second stage was completed in 2023 and transformed the international terminal. Extended and renovated, the terminal now meets the highest standards for the passenger experience. The new area for international departures offers an improved journey through the airport, as well as a unique shopping experience with VINCI Airports’ “design by mood” concept. This retail area is home to luxury brands, such as the first Café Dior in collaboration with celebrated French chef Anne-Sophie Pic, as well as food and beverage services offering local brands and Japanese specialties.



World Expo 2025 will take place in Osaka, and around 28 million visitors are expected during the six months of this global event. Investment has taken the capacity of the international terminal at Kansai International airport from 23 million to 40 million passengers.



Background

Economic momentum in Brazil is largely dependent on the quality and security of its road infrastructure. The ground network is one of the priorities of the Brazilian government’s new Growth Acceleration Programme or PAC – a “new deal” combining public and private investments.

From the skies to the road, a positive impact in Brazil

After VINCI Airports secured the concessions for Salvador Bahia airport in 2017 then, in 2021, for seven airports in the Amazon region, VINCI Concessions further asserted its commitment to Latin America’s leading economy in 2023, but this time in the highway concession sector. VINCI Highways has acquired a 55% stake in Entrevias, the concession company in charge of the operation, maintenance and modernisation of the Central-West Paulista highway package. It covers two highway sections that form a 570 km network, crossing the state of São Paulo to connect the states of Minas Gerais in the north and Paraná in the south. These three states alone generate over 40% of Brazil’s GDP. VINCI Highways will harness its expertise to bolster the Entrevias network’s quality of service and accelerate the rollout of environmental initiatives, leveraging Entrevias’ foothold and experience in highway programme management with local companies in Brazil. The concession contract signed with Entrevias and the government of the state of São Paulo runs until 2047 and provides for investments of R\$3.9 billion to restore highways, expand the network and roll out technologies and innovations to help provide high-quality services for users. Modernisation work completed in 2023 has already doubled 64 km of highway on the SP-333 and created almost 2,000 local jobs. Between now and 2025, new work will expand a 210 km stretch of the southern section into a two-lane dual carriageway in order to support the increase in traffic, which reached 35 million vehicles in 2023 (up 7% compared with 2022).



The SP-333 doubling project has already had a direct effect on daily life for at least 344,000 residents of local areas. By facilitating logistics and journeys for passenger and commercial vehicles through the central west area of São Paulo, as well as from the state of São Paulo to Paraná, it will expand and improve production capacity for industrial and agricultural sectors. What’s more, the implementation of high operational standards on the SP-333 has improved security and comfort for drivers, particularly in trucks.

R\$3.9 billion
invested throughout the concession

570 km
of toll highway network

Connections to drive momentum in the Czech Republic

Background: In the Czech Republic, the D4 Via Salis highway concession – granted to VINCI Highways in 2020 for 24 years – was the country’s first ever public-private partnership for a road project.

In 2021, VINCI Highways began work to build a new 32 km section of road between Příbram and Písek and modernise an existing 16 km road. It is the first full Building Information Modelling (BIM) road project in the Czech Republic and stands out for its focus on innovation and the environment. The new highway will be kitted out with cutting-edge technological systems that guarantee a high level of road safety, as well as driver comfort, improving traffic conditions and flows. Construction is scheduled to finish in December 2024.

By improving links between South Bohemia and Prague, this new highway connection will support the economic and social development of this rural region, as well as communication with other major economies – particularly neighbouring Germany and Austria.



PACT

FOR SAFETY

The safety of our employees and subcontractors is our commitment, and that of the travellers using our infrastructure is our utmost priority. We are leveraging all possible tools – training, awareness-raising and innovation – to spread and implement our safety culture. In the different regions where we operate, a growing number of our companies are achieving our objective of zero serious accidents.

Our approach to progress and our actions to reinforce the safety of travellers and employees

The VINCI Concessions model is about constantly striving to improve safety levels for our employees and subcontractors, as well as the users of our infrastructure.

Building and operating resilient infrastructure

Our safety culture is central to the VINCI Concessions model – in relation to our employees and subcontractors and the users of our infrastructure alike. Each of our construction and renovation projects systematically includes safety equipment and technology of the highest standards, and we invest heavily in infrastructure maintenance in order to face risks that vary widely, depending on the location. In Greece, for example, underwater inspections are carried out on the Rio-Antirrio bridge every eight years to examine the condition of the protection on the piers against scouring caused by marine currents. In 2023, this inspection was carried out with the involvement of qualified scientific personnel and cutting-edge technology, such as remotely operated underwater vehicles (ROV) and sophisticated global positioning systems (GPS). Meanwhile, in Peru, Lima Expressa teams reinforced the banks of the Rímac River along the expressways in 2023 to prevent the risk of an impact from any floods, for example due to the El Niño phenomenon.

Sharing best practices

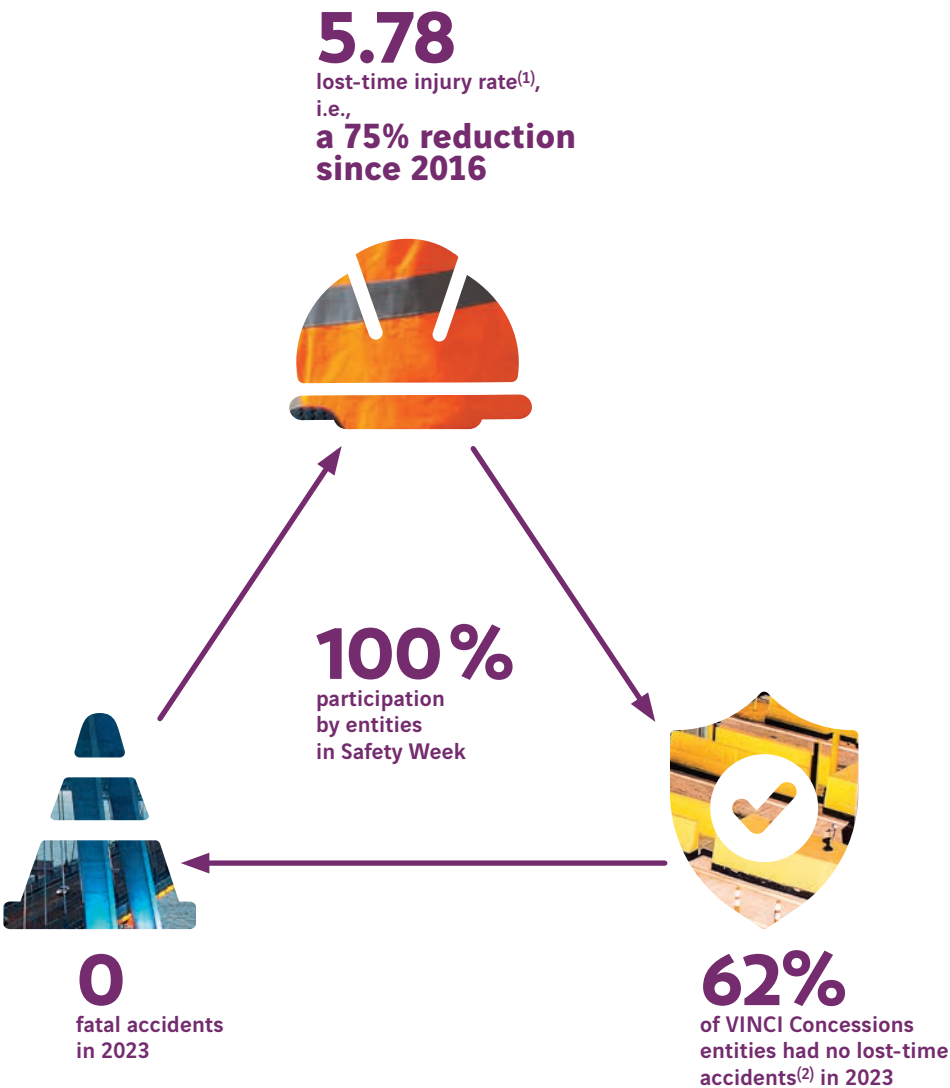
VINCI Concessions strives to share best practices for safety within its teams, in every country where it operates infrastructure, in order to achieve its zero accident

target everywhere. Educational and awareness-raising initiatives are organised throughout the year, with the annual high point being Safety Week every September. The event focuses on risk prevention and safety and brings together teams from all of VINCI Concessions' airport, highway and railway projects. These efforts are paying off, with a continuous decrease in frequency and severity rates for accidents at both construction and operation phases.

Protecting users

These high standards also apply to users' safety. VINCI Airports leads the way in airline and airport safety and has rolled out a policy combining preventative safety, risk auditing and environmental performance across its network, ensuring full compliance with national and international regulatory requirements. It is also developing innovative airport safety trials with the civil aviation authorities of several countries. Moreover, VINCI Highways plays a major role in raising users' awareness, and is developing innovations to improve road safety, for example with the use of digital tools in Colombia and Peru.

IMPACT FOR SAFETY



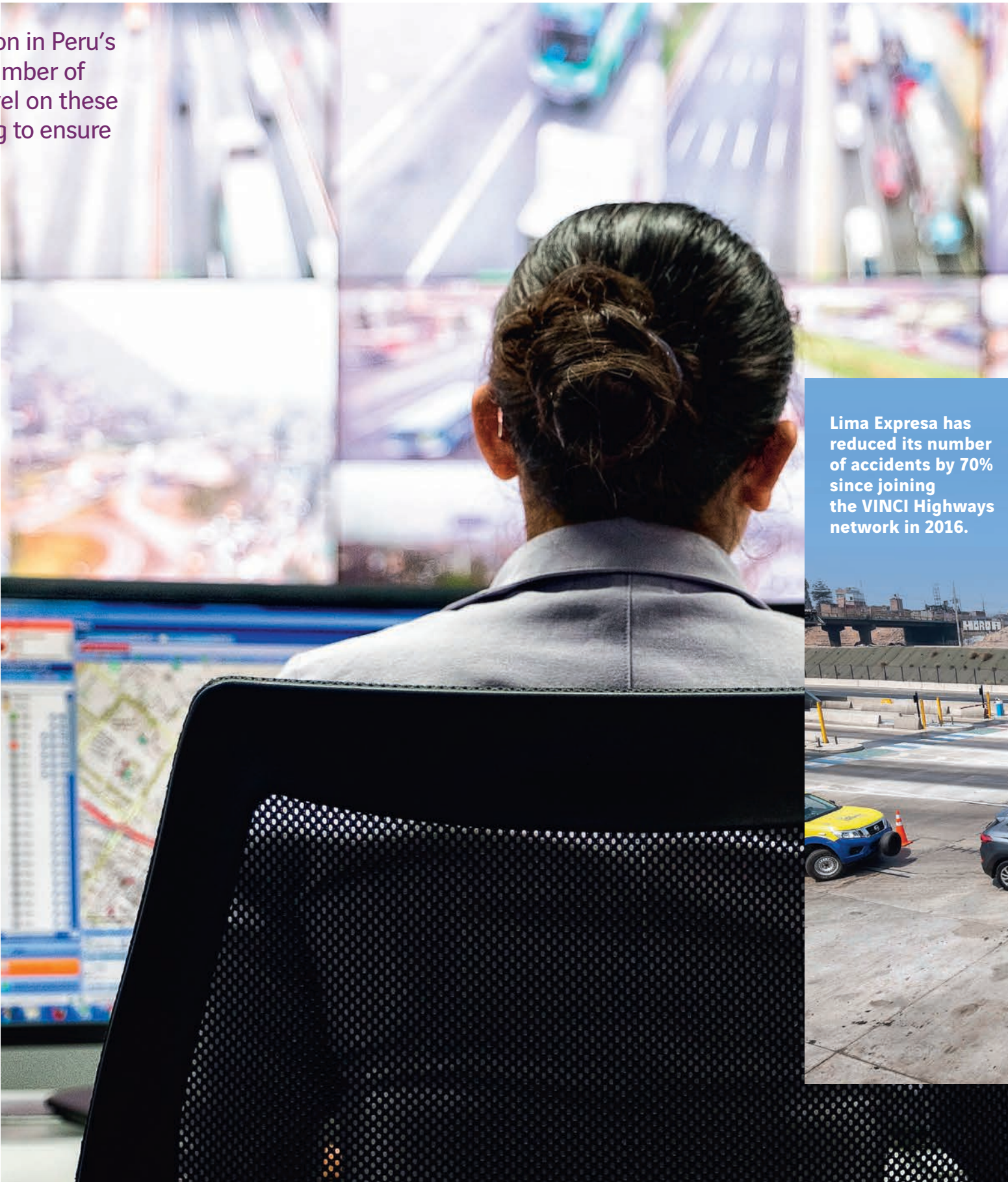
(1) For VINCI Concessions' own staff in its scope of consolidation.
(2) Percentage of entities whose accident frequency rate is 0 per year. Scope managed: own and temporary staff.

Background

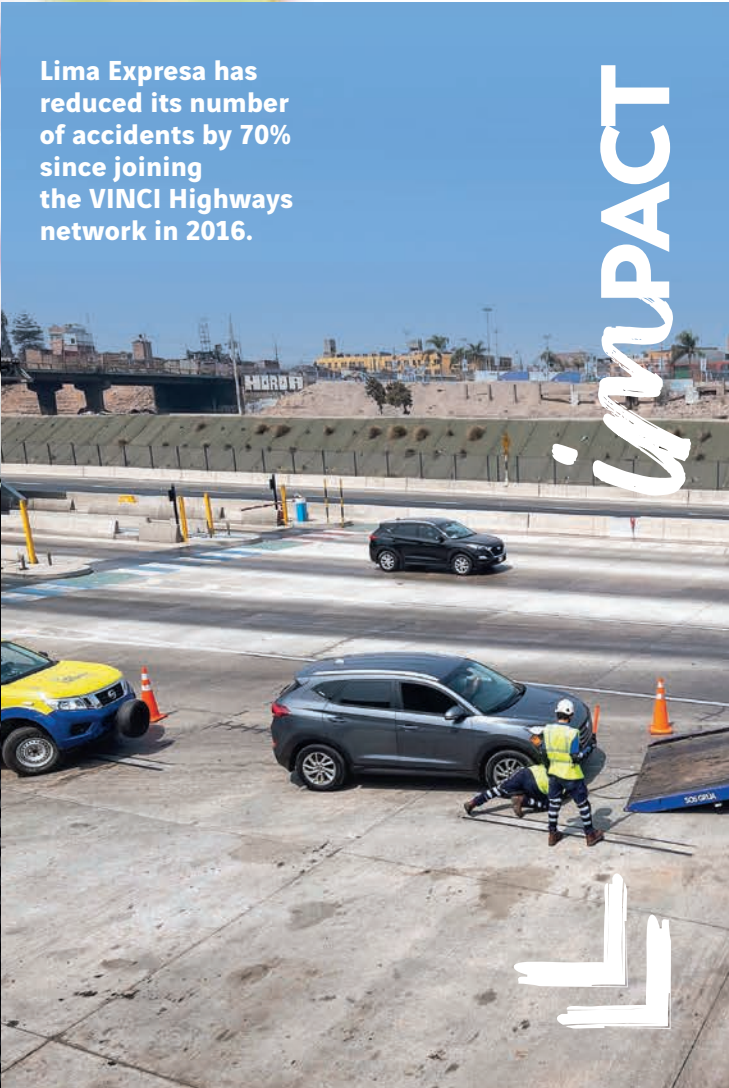
The Lima expressways are easing congestion in Peru’s capital, and used by an ever-increasing number of Peruvian drivers: over 90,000 vehicles travel on these roads every day. The challenge is innovating to ensure these are all smooth and safe journeys.

AI boosting road safety in Peru

VINCI Highways’ subsidiary in Peru and the concession holder of the Lima expressways, Lima Expresa, has rolled out the country’s first AI-based system capable of immediately detecting multiple hazardous road situations. The project won a competition for collaborative innovation projects launched by the Peruvian Ministry of Production in 2021 and was co-financed by the public authorities. Connected to 120 cameras on the expressways, as well as Waze and Google Maps, the system harnesses the power of artificial intelligence to analyse data in real time. It is capable of detecting over 95% of anomalies in less than five minutes. By giving the operators of the Lima Expresa control centre – who monitor the roads 24/7 – precise information about the location, cause and severity of an incident, the system considerably reduces response times and optimises the management of staff, inspection vehicles and emergency services. What’s more, by locating pedestrians and stopped vehicles in potentially dangerous areas, this technological solution also facilitates accident prevention.



Over
95%
of network
incidents
detected in
less than
five minutes



Lima Expresa has reduced its number of accidents by 70% since joining the VINCI Highways network in 2016.

Background

When a new concession joins the network, local teams are immediately taught about VINCI Concessions’ safety culture. In Brazil, for example, when the airports in the Amazon region joined the VINCI Airports network, their teams benefitted from cultural immersion with their counterparts at Salvador Bahia.

All aboard for the zero accident target in Brazil

In the Amazon region, a comprehensive behaviour-based programme was rolled out for airports’ operational teams. The first aim was to get all employees involved, teams and management, so they would feel comfortable working together to identify solutions that eliminate risks on the ground. This approach is also included in specifications for local businesses tasked with work at the seven Amazonian airports. Given the diverse safety cultures of these subcontractors, the safety team at Salvador Bahia airport, as the project owner, rolled out a three-phase strategy. Firstly, the level of safety expected while work was underway was formally set out in documents outlining behaviour to adopt and minimum risk prevention measures that the subcontractors should take with each worker. The next phase involved drawing up detailed prevention plans with subcontractors, in a spirit of mutual understanding of the limitations and expectations at play, while ensuring that each operator was trained and equipped to carry out their tasks. Lastly, the VINCI Airports safety team organised the supervision of the project to encourage and check the implementation of the risk prevention system. The Brazilian Health and Safety Manager’s experience acquired on construction worksites massively helped in the rollout of this strategy on the ground with builder partners.



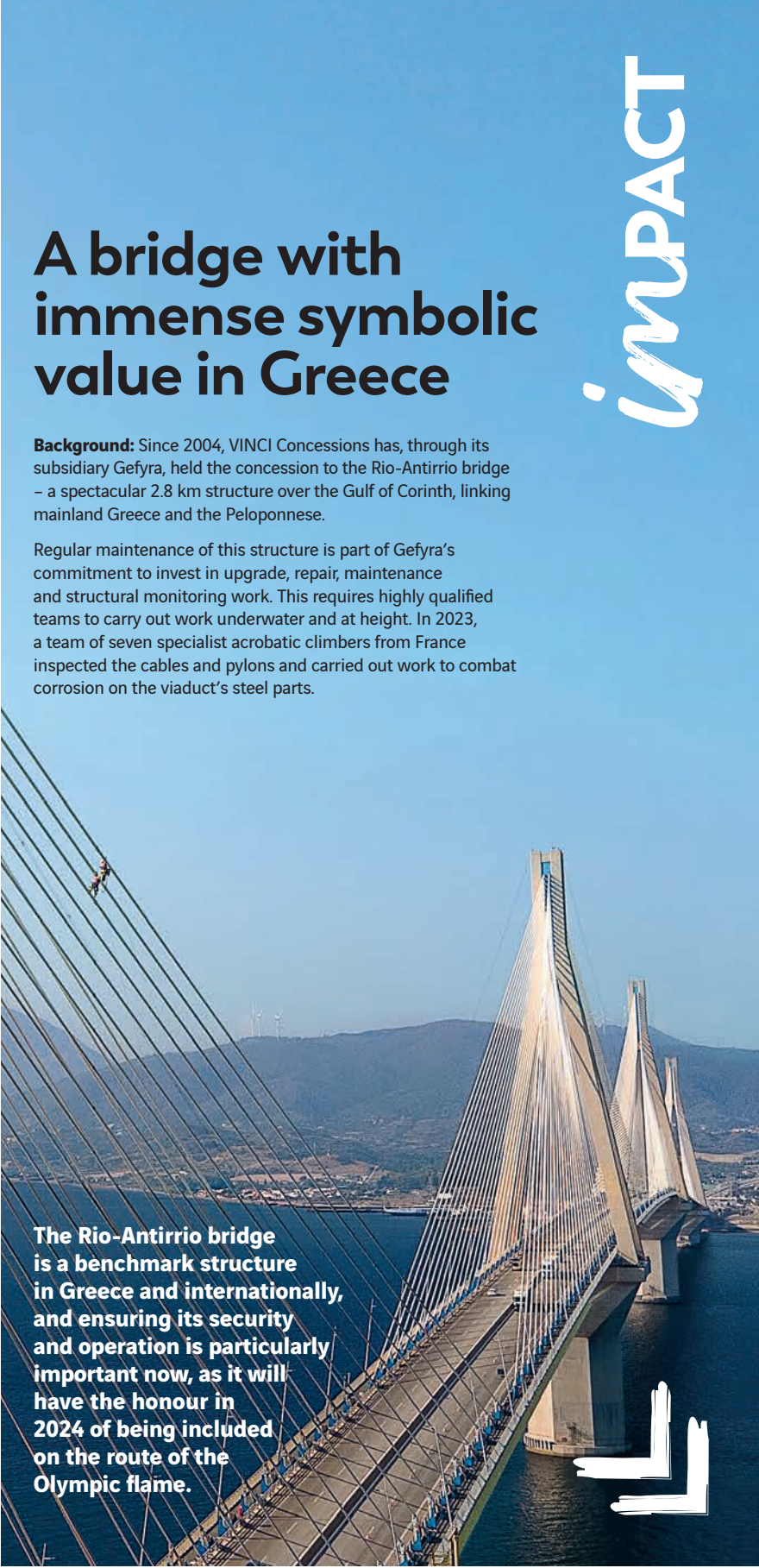
This method has been successfully used in highway operations and enables partners to get to grips better with safety management tools. It generates the motivation needed to ensure safety systems work effectively and facilitates supervision.

A bridge with immense symbolic value in Greece

Background: Since 2004, VINCI Concessions has, through its subsidiary Gefyra, held the concession to the Rio-Antirrio bridge – a spectacular 2.8 km structure over the Gulf of Corinth, linking mainland Greece and the Peloponnese.

Regular maintenance of this structure is part of Gefyra’s commitment to invest in upgrade, repair, maintenance and structural monitoring work. This requires highly qualified teams to carry out work underwater and at height. In 2023, a team of seven specialist acrobatic climbers from France inspected the cables and pylons and carried out work to combat corrosion on the viaduct’s steel parts.

The Rio-Antirrio bridge is a benchmark structure in Greece and internationally, and ensuring its security and operation is particularly important now, as it will have the honour in 2024 of being included on the route of the Olympic flame.





PACT

FOR INNOVATION

Smoother, faster and more efficient: mobility is changing. We are contributing to its positive transformation by developing innovations to improve the passenger experience, support changing uses and participate in the responsible transition of our business lines and our infrastructure.

Our approach to innovation and our actions

With around 100 pieces of infrastructure managed throughout the world and six specialised centres of excellence, VINCI Concessions effectively possesses an incredible testing facility to trial, assess and share innovations to bring about the positive transformation of mobility.

Test and learn, the power of a network

Leadership means working now to prepare for the future of mobility. VINCI Concessions' innovation ambition is focused on three main areas: smart infrastructure, flow management and the passenger experience. Harnessing its network-based structure, VINCI Concessions is trialling innovative solutions that are designed, deployed and jointly developed with support from the teams at its six centres of excellence on the ground in a "test and learn" approach. Each centre is located in a different country and focuses on a specific theme: London Gatwick works on excellence in airport operations; Lyon-Saint Exupéry innovates to improve customer engagement and the passenger experience; Lisbon specialises in smart infrastructure; Lima Expresa strives to innovate road safety; and Villognon comes up with solutions for railways. Meanwhile, in Texas, ViaPlus focuses on developing free-flow toll solutions.

Applications in every business line

Each business line benefits from progress and technology developed by VINCI Concessions experts. In airport security, London Gatwick has redesigned its tray access and management system, enabling passengers to handle their belongings more quickly and efficiently. This innovation has been rolled out in Portugal, Serbia, and even Japan. Another example is the trialling of innovative scanners carried out at Lyon-Saint Exupéry in 2023, in partnership with the French civil aviation authority (DGAC), which has also been implemented in Japan, as well as at London Gatwick, Lisbon and Nantes. This solution means that passengers no longer need to get their electric devices and liquids out of their luggage for security checks. At VINCI Highways, for example, digital technology and artificial intelligence is improving both infrastructure management and services provided to end users. Payment services have gone digital on the Bogotá—Girardot and Lima Expresa highways in Colombia and Peru respectively. Also in Peru, an incident detection system using AI has been rolled out on the Lima expressways. Meanwhile, in Greece, the Athens—Patras highway became the first in Greece to implement a connected lighting system that automatically adapts to traffic levels and driving conditions. And at VINCI Railways, drones are being explored as an option for railway line maintenance in collaboration with start-ups. VINCI Railways is also innovating by developing AI solutions for predictive maintenance, which could inspire other business lines.

IMPACT FOR INNOVATION



Over
245
innovative initiatives
as part of VINCI Concessions' platform for open innovation, Innovate by VINCI Concessions



45
startup partners
An ecosystem activated through accelerators and strategic partners, such as Leonard, France Tourisme Tech, H7 and SOL



6
centres of excellence



London Gatwick (United Kingdom)
The centre of excellence in airport operations. London Gatwick operates the busiest single-runway airport in the world. Various innovations are developed there to ensure the most efficient airport management.



Lisbon (Portugal)
The centre of excellence for smart infrastructure. Lisbon develops projects to optimise how infrastructure is used.



Lyon-Saint Exupéry (France)
The centre of excellence for customer engagement and the passenger experience. Lyon-Saint Exupéry has, for example, launched Mona – the first customised travel assistant – and is also developing innovative retail services.



Villognon (France)
The centre of excellence for high-speed railway maintenance. Villognon enables more precise measurements at infrastructure.



Lima (Peru)
The centre of excellence for road safety. Lima has rolled out the country's first automatic accident detection system, harnessing AI and massive quantities of data from Peruvian road concessions.



Dallas (United States)
The centre of excellence for ViaPlus, since 2023, focusing on developing the use of free-flow toll services and rolling out related digital services.

Background

With the recovery and rise of air traffic, combining rigorous security checks, smooth journeys and cost control is a major challenge.

Solutions for safety and fluidity sourced from innovation

Through its three centres of excellence for innovation, located at the Lyon-Saint Exupéry, London Gatwick and Lisbon airports, the Group continuously strives to improve the passenger experience by harnessing innovative technologies, while guaranteeing the highest safety and security standards at its airports. Initially tested at Gatwick before a rapid rollout in Portugal and at Belfast, Lyon and Belgrade, and about to go into service in Japan, innovative security check technologies are making the passenger experience easier. AI is now used to manage security checks; new scanners accept liquids in cabin baggage, travellers no longer need to get their electric devices out, and instant detection equipment has been set up. All of these measures are reducing wait times while guaranteeing optimal security levels.



Over time, if made widespread, this innovative system could also lead to the removal of limits (currently 100 ml) on liquids, gels and aerosols in passenger luggage.



98% of passengers complete security checks in less than 5 minutes

Biometrics take off

Background: Biometric technologies enable passengers to link their boarding pass and ID document to their face during their journey within the airport, giving them a smoother experience. Tested for a number of years at Lyon-Saint Exupéry, use of this technology is now stepping up, particularly in Portugal.

The “Biometric Experience by VINCI Airports” innovation project launched in early 2024 at Lisbon and Porto airports, thanks to support from the European Union as part of the NextGenerationEU programme. The first tests were carried out with TAP Air Portugal passengers on flights in the Schengen area selected by the company in advance. Over time, other airlines and destinations will be added, including beyond Europe. Passengers on flights involved in these tests checked in using the “Biometric Experience by VINCI Airports” app on their phone or at the airport. The app digitises passengers’ biometric data, giving them a smoother and quicker boarding experience, without having to show their boarding passes again.



This solution simplifies travel; passengers save time by taking a paperless and contactless pathway, and with total confidentiality guaranteed as all data is deleted after the flight takes off.

Background

Free-flow toll solutions are not only digitising, fluidifying and enhancing the driver experience. They also bolster environmental performance. CO₂ emissions can be up to 60% lower on a free-flow stretch of highway compared to one with standard toll barriers, as cars can keep moving without having to stop and start again.

Free flow, the road to the future

As a global pioneer in free-flow solutions and the first operator to have developed a fully automated highway in the US, VINCI Concessions confirmed its leadership in this market in 2023. VINCI Highways, which already owned a 30% stake in TollPlus, acquired the remaining 70% in 2022 before launching a new brand for free-flow services. Named ViaPlus, it has combined TollPlus and Cofiroute USA teams, making a total of 600 employees based in the US and India. The company provides transport agencies with a full range of technologies to process high-volume transactions, customer operations and data analytics. ViaPlus manages 19.9 million customer accounts and processed 2.5 billion transactions in 2023 (up by 11% from 2022). The quality of these solutions saw ViaPlus obtain one of the most prestigious honours in the highway industry: a Toll Excellence Award from the International Bridge, Tunnel & Turnpike Association (IBTTA), in recognition of the new payment solutions developed by the company for the Central Texas Regional Mobility Authority (CTRMA). What's more, in Dublin, ViaPlus manages the back office and services for the first interoperable free-flow highway in Europe. Looking beyond these highway applications, the expertise and services developed by ViaPlus could also be applied in VINCI Concessions' international airport and railway infrastructure network.



The solutions developed by ViaPlus in Texas, where over 3 million free-flow transactions are processed every day, enable customers to pay tolls via QR code or a link sent by SMS. This has brought down payment times by 18% on average, boosting operational efficiency and improving the user experience.

impact

2.5 billion transactions managed by ViaPlus in 2023

Background

At a time when contactless technology and personalisation are becoming the norm, offering passengers a biometric journey from home to the plane demonstrates both technical prowess and real progress in terms of the customer experience.

A fully customised journey with Mona

After a test phase initiated in 2020, Mona is now available through the Lyon airport mobile app for passengers on flights departing from or arriving at Lyon-Saint Exupéry. The service is completely free of charge, in order to use Mona, passengers set up their own customer account, either by using the app on their smartphone or a terminal at the airport. Mona is a travel assistant combining all of the services available to passengers, such as flight information, directions around the terminal, biometric solutions, parking reservations and fast-track services, to offer a customised experience adapted to everyone, according to their profile and their journey.



Specific checkpoints for Mona users at Lyon-Saint Exupéry.



Two companies are currently using the biometric journey offered at Lyon-Saint Exupéry airport: TAP for flights to Lisbon, and Air Corsica for flights to Ajaccio and Bastia. It is intended that this service expands to other airlines at the airport that have already expressed interest.

Robots to help passengers

Background: Operated by VINCI Airports, the three airports in the Kansai region will serve as a gateway to visitors arriving for World Expo 2025 in Osaka, and lead the way in showcasing innovations to passengers.

Robots are helping passengers all over the world – from Osaka to Lisbon, via Lyon and Belfast. The new generation of robots are physically coming out to meet passengers in Osaka and Lisbon, while in Belfast and Lyon, they are facilitating service at restaurants and business lounges.



In an environment where working conditions can be challenging, robots are an effective addition to VINCI Airports teams.



IMPACT

Public-private partnerships of VINCI’s concessions business worldwide

The PPPs listed below are managed within VINCI’s concessions business. Other PPPs (mainly buildings) are managed within VINCI’s Energy and Construction businesses.

Infrastructure	Network under concession	Country	Stake held	End of contract
AIRPORTS				
Annecy Haute-Savoie Mont-Blanc		France	100%	2036
Chambéry Savoie Mont-Blanc, ⁽¹⁾ Clermont-Ferrand Auvergne, ⁽¹⁾ Grenoble Alpes Isère, ⁽¹⁾ Pays d’Ancenis ⁽¹⁾		France	100%	From 2025 to 2030
Toulon Hyères		France	100%	2040
Nantes Atlantique, Saint-Nazaire Montoir ⁽²⁾		France	85%	
Rennes Bretagne, Dinard Bretagne ⁽¹⁾		France	49%	2024
Lyon-Bron, Lyon-Saint Exupéry		France	31%	2047
Salvador Bahia		Brazil	100%	2047
Amazonia Airports (Manaus, Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé)		Brazil	100%	2051
Phnom Penh, Sihanoukville		Cambodia	70%	2040
Cabo Verde (Praia, Sal, São Vicente, Boavista, São Nicolau, São Filipe, Maio)		Cabo Verde	100%	2063
Santiago de Chile		Chile	40%	2035
Guanacaste		Costa Rica	45%	2030
Orlando Sanford International, Florida		United States	100%	2024
Hollywood Burbank, California ⁽³⁾		United States		2030
Atlantic City International, New Jersey ⁽³⁾		United States		2026
Macon Downtown, Georgia ⁽³⁾⁽⁴⁾		United States		2023
Middle Georgia, Georgia ⁽³⁾⁽⁴⁾		United States		2022
Kansai International, Osaka Itami, Kobe		Japan	40%	2060
OMA (Monterrey, Chihuahua, Ciudad Juárez, Culiacán, Mazatlán, Acapulco, San Luis Potosí, Torreón, Zihuatanejo, Durango, Zacatecas, Tampico, 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) and Barahona		Dominican Republic	100%	2060
Belfast International		United Kingdom	100%	2993
London Gatwick		United Kingdom	50.01%	Freehold ownership
Belgrade		Serbia	100%	2045

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 highway	45 km	Germany	50%	2037
A5 highway	60 km	Germany	54%	2039
A7 highway	60 km	Germany	50%	2047
A9 highway	47 km	Germany	50%	2031
B247 highway ⁽⁵⁾	28 km	Germany	50%	2051
North-south São Paulo highway (Entrevias) ⁽⁵⁾	570 km	Brazil	55%	2047

Infrastructure	Network under concession	Country	Stake held	End of contract
Regina Bypass	61 km	Canada	38%	2049
Fredericton-Moncton Expressway ⁽⁶⁾	195 km	Canada	25%	2028
Bogotá—Girardot highway ⁽⁷⁾	141 km ⁽⁸⁾	Colombia	75%	2046
ViaPlus USA ⁽⁹⁾		United States	100%	2023-2028 ⁽¹⁰⁾
Athens—Corinth—Patras—Pyrgos highway	276 km ⁽¹¹⁾	Greece	30%	2038-2044
Maliakos—Kleidi highway	230 km	Greece	15%	2038
ViaPlus India ⁽⁹⁾		India	100%	2024-2028 ⁽¹⁰⁾
Dublin ring road—M50—Turas ⁽⁹⁾		Ireland	60%	2031
Lima Expressway	25 km	Peru	100%	2049
D4 highway ⁽⁷⁾	49 km	Czech Republic	50%	2049
Newport bypass	9 km	United Kingdom	50%	2042
Isle of Wight road network ⁽¹²⁾	821 km of roads and 767 km of pavements	United Kingdom	50%	2038
Hounslow road network ⁽¹²⁾	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 (Via Pribina)	52 km	Slovakia	50%	2041

BRIDGES AND TUNNELS				
Duplex A86 tunnel	Tunnel between Rueil-Malmaison/ Versailles and Jouy-en-Josas	France	100%	2086
Prado-Carénage tunnel	Tunnel in Marseille (2.5 km)	France	34.2%	2033
Southern Prado tunnel	Tunnel in Marseille (1.5 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

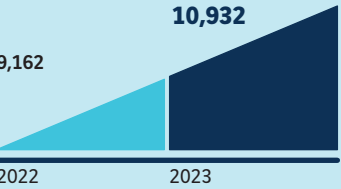
STADIUMS				
Bordeaux Stadium (Matmut-Atlantique)	42,000 seats	France	50%	2045
Stade de France	80,000 seats	France	67%	2025
Le Mans Stadium (Marie-Marvingt)	25,000 seats	France	100%	2044
Nice Stadium (Allianz Riviera)	36,000 seats	France	50%	2041

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)	60,000 m² building	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	2,600 fast charging stations in southeast France	France	20%	2028
Martinique BRT (Caraibus)	14 km	France	100%	2035

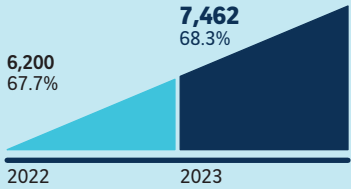
(1) Service, management or public service contracts. (2) The concession contract was terminated on 24 October 2019 for reasons of public interest and will take effect no later than the date of signing of the new concession contract, for which the call for tenders is under way. (3) Service contract. (4) The management contract was terminated in August 2022. A call for tenders is under way. The management contract has been renewed for an additional month every month since August. (5) Southern section undergoing expansion. (6) Maintenance contract. (7) Under construction. (8) Including 65 km to be widened. (9) Electronic toll collection (ETC) contract. (10) End of contract by section. (11) Including 75 km under construction. (12) Upgrade, maintenance and upkeep contract.

Financial indicators for the VINCI Group's concessions

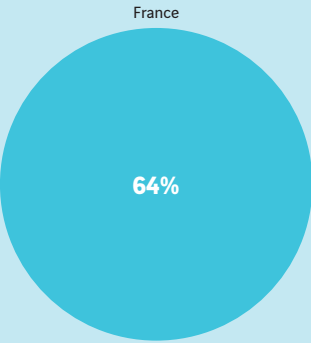
Revenues⁽¹⁾
(in €M)



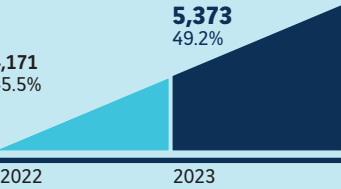
EBITDA⁽²⁾
(in €M and percentage of revenues⁽¹⁾)



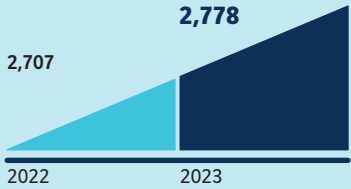
2023 Revenues⁽¹⁾
by geographical area



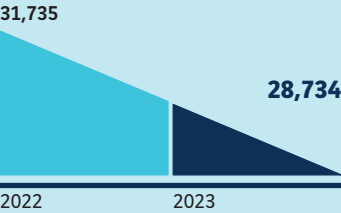
Operating income from operations
(in €M and percentage of revenues⁽¹⁾)



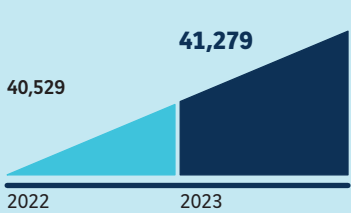
Net income attributable to equity holders of the parent
(in €M)



Net financial debt⁽³⁾
(in €M)



Capital employed⁽³⁾
(in €M)



United Kingdom



Americas



Portugal



Rest of the world



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(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 2023.



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L'archipel
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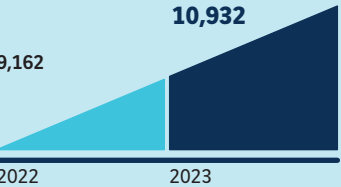
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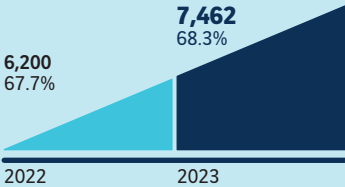
 VINCI Concessions

Financial indicators for the VINCI Group's concessions

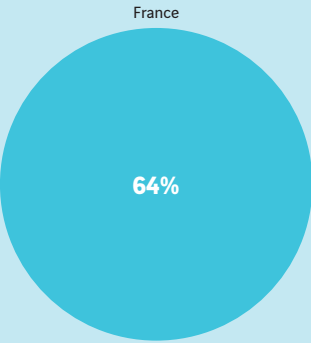
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(in €M)



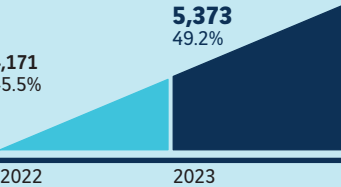
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(in €M and percentage of revenues⁽¹⁾)



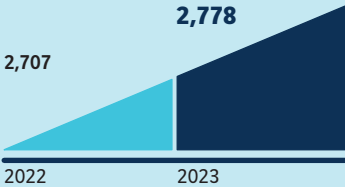
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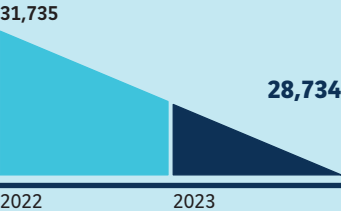
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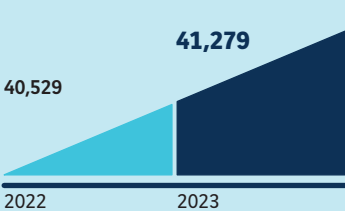
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