

2020 — 2021  
Essentials

# POSITIVE MOBILITY



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# Editorial

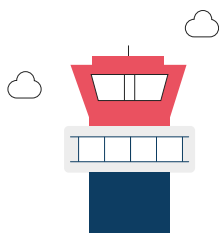
**By Nicolas Notebaert,**  
Chief Executive Officer of VINCI Concessions,  
Chairman of VINCI Airports

**“Air connectivity  
will be crucial to enable  
regional economies  
to bounce back”**

Throughout the unprecedented year of 2020, the VINCI Airports network proved the resilience of its model and demonstrated extraordinary determination. Our airports remained open and our teams steadfastly maintained their public services, serving people and regions by transporting healthcare professionals, patients, essential goods and the first vaccines. Every time restrictions were eased or lifted, traffic recovered quickly – a sure sign people still need and want to travel by air. VINCI Airports has positioned itself for a green recovery by continuously investing to transform mobility, reduce the carbon imprint of travel, and enhance infrastructure. We are ready to support the recovery, revitalise the regions in which we operate and rebuild air connectivity to make it more efficient by taking an environmentally friendly approach to meeting travellers' needs.

# The year at a glance

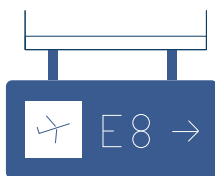
Looking beyond the 2020 traffic indicators, heavily disrupted by the global pandemic, VINCI Airports has built a world-class infrastructure network in just two decades and become the leading private airport operator internationally.



## Network

# 45

airports



## Traffic

# 76.6 m

passengers in 2020  
(down 70% due  
to the pandemic)



## Employment

# 10,021

employees

## Revenue



#### Environment



Salvador Bahia

**1st**

zero-waste airport  
in Brazil



**3**

carbon-neutral airports:  
London Gatwick,  
Lyon-Saint Exupéry,  
Guanacaste (Costa Rica)



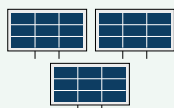
**25**

entities have obtained  
ISO 14001 certification



**22%**

decrease in our gross  
CO<sub>2</sub> emissions since 2018



**17.9 MWp**

the capacity of PV panels  
installed at our airports



#### International presence

**12**

countries on 4 continents



#### Innovation

**3**

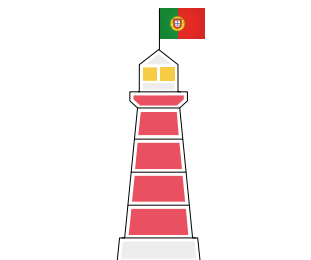
Centres of Excellence  
for Innovation in London,  
Lyon and Lisbon



#### Investments

**€3.8 bn**

in investments over  
the next 5 years across  
the scope of consolidation



#### No. 1

**Lisbon**

voted Best Airport in Europe  
by the ACI in the 25-40 million  
passenger category



#### Awards

**8**

airports in the VINCI Airports  
network won awards  
for their customer service



#### Special commendation

**Lyon-Saint  
Exupéry**

Highly commended by ACI Europe  
for the measures it implemented  
during the pandemic

# Acting as a positive force for all

————— VINCI Airports designs, finances, builds and operates infrastructure while applying the highest standards for quality, following a global operator model and creating shared value. Airports play a critical role in stimulating regional economies, so we work in partnership with concession grantors and local communities to maximise the potential of every airport. Our aspiration to improve people's lives in their communities proved even more crucial during the health crisis.

## Flying the vaccine all over the world

The VINCI Airports network is working closely with national governments to transport vaccines in full compliance with stringent cold chain requirements; at Kansai International Airport in Japan, a special task force was set up and is demonstrating the necessary rigour. VINCI Airports teams efficiently transported thousands of vaccine doses to places including Belgrade (Serbia) in December 2020, followed by several million doses to Santiago (Chile), Phnom Penh (Cambodia) and Salvador Bahia (Brazil) at the start of 2021.



## Teaming up to tackle Covid-19

VINCI Airports teams worked together right from the start of the pandemic to maintain continuity across the public services under their responsibility. Strict hygiene protocols (physical distancing, personal protection equipment, enhanced disinfection of surfaces, etc.) were developed, enforced and publicised through “Protecting each other”, a major information campaign that was deployed worldwide. Moreover, airports in our network took part in a number of medical evacuation and transfer operations and some, including Lyon-Saint Exupéry and London Gatwick, even installed testing centres for passengers and local residents or were involved in transporting deliveries of masks.

## Over 110

medical flights were operated from French airports in the VINCI Airports network in November and December 2020.



## Certified hygiene measures

In September 2020, the hygiene measures adopted by VINCI Airports at its French, British and Portuguese airports were audited and approved by the independent certification body Bureau Veritas, providing an additional gauge of trust to ensure a sustainable recovery of commercial air traffic that gives passengers peace of mind. Meanwhile, Airports Council International (ACI) awarded the Airport Health Accreditation (AHA) to airports in the VINCI Airports network in Serbia, Costa Rica, Cambodia and the US.





### New retail areas at Osaka Itami airport

In August 2020, Osaka Itami international airport in Japan inaugurated its newly renovated retail areas – which include relaxation spots, dining spaces, workspaces and a total of 31 shops showcasing specialities from the Kansai region to enhance the passenger experience. This renovation is part of a major programme launched by VINCI Airports that is the largest project undertaken at Osaka Itami in 50 years.



## Upgrading mobility

———— VINCI Airports continues to invest in the long-term development of the airports under its management. Harnessing our expertise in design, programme management and financial coordination, we constantly upgrade our infrastructure to meet the needs of passengers and airlines alike. We aim to prepare for the traffic and challenges of the future and deliver infrastructure that offers both a range of services and a unique experience. Leveraging strong synergies with other VINCI Group companies, we continued to invest in 2020 and successfully delivered key infrastructure for the future of our airports in collaboration with VINCI Construction.





## Renovated runways in France and Cambodia

On 13 October 2020, Sihanoukville international airport celebrated finishing the renovation of its runway. The \$58 million investment means the airport can now handle wide-body and ultra-long haul aircraft like the Boeing 777-300ER and the Airbus A350-1000. Meanwhile, in France, Toulon Hyères airport also celebrated completing upgrading work in October 2020, while Rennes airport's new runway was delivered in early May; both of these projects were carried out in collaboration with Eurovia. These three airports now all have LED runway lighting systems.



## Inauguration of the freight terminal at Las Américas

Santo Domingo airport officially opened its new freight terminal, which includes a warehouse spanning 6,800 m<sup>2</sup>, at the start of November. This project, carried out by VINCI Construction Grands Projets and representing an investment of around €14 million, will facilitate the development of exports from the Dominican Republic by bringing together all of the people and services involved in freight transport in one building.

# Making the environmental transition a success

By launching its environmental strategy in 2015, the first of its kind in the airport sector, VINCI Airports placed the environmental transition at the heart of its strategic priorities. We maintained this approach in recent years, including in 2020, when we continued to invest in the environmental transition. All of the airports in the network are working in line with a specific roadmap that covers the protection of biodiversity and natural areas, control of water consumption, waste recycling, electricity consumption reduction and renewable energy usage. Striving for environmental excellence is a key challenge for aviation and airports; all those involved in the industry already play a central role in this transformation.



## Environmental benchmarks

Salvador Bahia airport was named Brazil's most sustainable airport by the National Civil Aviation Agency (ANAC) in 2020 in recognition of VINCI Airports' investments at the destination, which it has been operating since 2018. The airport not only recycles 100% of its wastewater, it is also Brazil's first zero-waste airport and uses its 11,000-panel solar power plant to meet 30% of its electricity needs. Meanwhile, in the Dominican Republic, Las Américas airport finished deploying its photovoltaic power station in 2020. With over 10,000 solar panels, the facility can now supply 20% of the energy required to power the airport – making VINCI Airports the country's largest private provider of solar energy.



## Heightened climate resilience

Kansai International Airport is an extraordinary piece of infrastructure; located on an artificial island in Osaka Bay in Japan, it is exposed to the region's frequent typhoons and earthquakes. VINCI Airports is therefore developing cutting-edge expertise at this airport in order to safeguard its operations in the event of natural disasters. The innovations produced include the construction of concrete structures that, once submerged, protect the airport from sea swells and flooding thanks to a four-legged structure that is specially designed to absorb the shock of marine currents.

## Airport action for low-carbon aviation

Beyond its own operations, VINCI Airports is involved in the efforts of the aviation industry in general to reduce and eventually eliminate the CO<sub>2</sub> emissions generated by air transport. The network is working alongside aviation's biggest players to develop R&D projects in order to prepare infrastructure for the zero-emission aircraft of the future powered by electric, hydrogen and biofuel technology. That commitment is already illustrated by the implementation in early 2021 of the world's first sliding scale airport charges based on environmental criteria to encourage the use of low-emissions aircraft.

## Our 2030 goals



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



**Zero**  
waste sent  
to landfill



**50%**  
reduction in gross  
carbon emissions



## Lisbon, best airport in Europe

Lisbon airport was named best airport in Europe in 2020 by ACI Europe in the 25–40 million passenger category. It's a first for a Portuguese airport and the second time in a row that the award has been won by a VINCI Airports hub, after Lyon-Saint Exupéry in 2019. It also recognises the commitment of VINCI Airports and its ANA subsidiary throughout the Covid-19 pandemic and rewards their strategy of striving for operational excellence since the start of the concession in 2013. Achievements include the launch of 73 new routes, numerous flow management innovations such as the installation of electronic gates or “e-gates” at border checks, and continued investment in environmental performance – the last of which earned the airport Level 2 Airport Carbon Accreditation.

# 700

passengers per hour:  
the border check capacity of e-gates  
at Lisbon airport.

# Enhancing the travel experience

———— We believe airports are destinations in their own right. That mindset is reflected in all of our actions, whether they involve modernising VINCI Airports infrastructure, creating smoother passenger journeys, improving comfort, reorganising spaces and enhancing the range of shops and services. We have pledged to make high-quality service one of the core elements in our airports' operations while innovating to further upgrade the passenger experience.



### **The biometric revolution has landed in Lyon**

In early October 2020, VINCI Airports launched tests of the MONA solution – a world-first that will enable travellers to undertake the different steps of the journey, from their home to the aircraft, using facial recognition technology. MONA uses biometrics and a specific passenger journey set up in the airport to enable travellers to pass through the various airport checkpoints (excluding border checks) without any physical contact, from baggage check-in to boarding. In the future, MONA will offer users a variety of services and personalised experiences developed in partnership with airlines and airport shops.



# Connecting regions

———— VINCI Airports leverages its expertise in aviation marketing, its data-driven methodology, and the broad geographic coverage of its network to boost the appeal of the regions in which it operates. We also work with airlines and the tourism industry to regularly open new routes and ensure the long-term success of our airports in a relevant and sustainable manner. Our aim is to improve the appeal and economic development of the regions in which we operate by boosting tourism, trade and culture.







## Seizing opportunities

As a partner to over 300 airlines all over the world, VINCI Airports has continued to strengthen its network, despite the ongoing pandemic. For instance, Wizz Air announced that it would establish a new base at London Gatwick in 2021, as well as the addition of a third aircraft in Belgrade (Serbia) to serve a dozen new routes. Meanwhile, easyJet announced that it would open a new base in Faro (Portugal) in summer 2021.

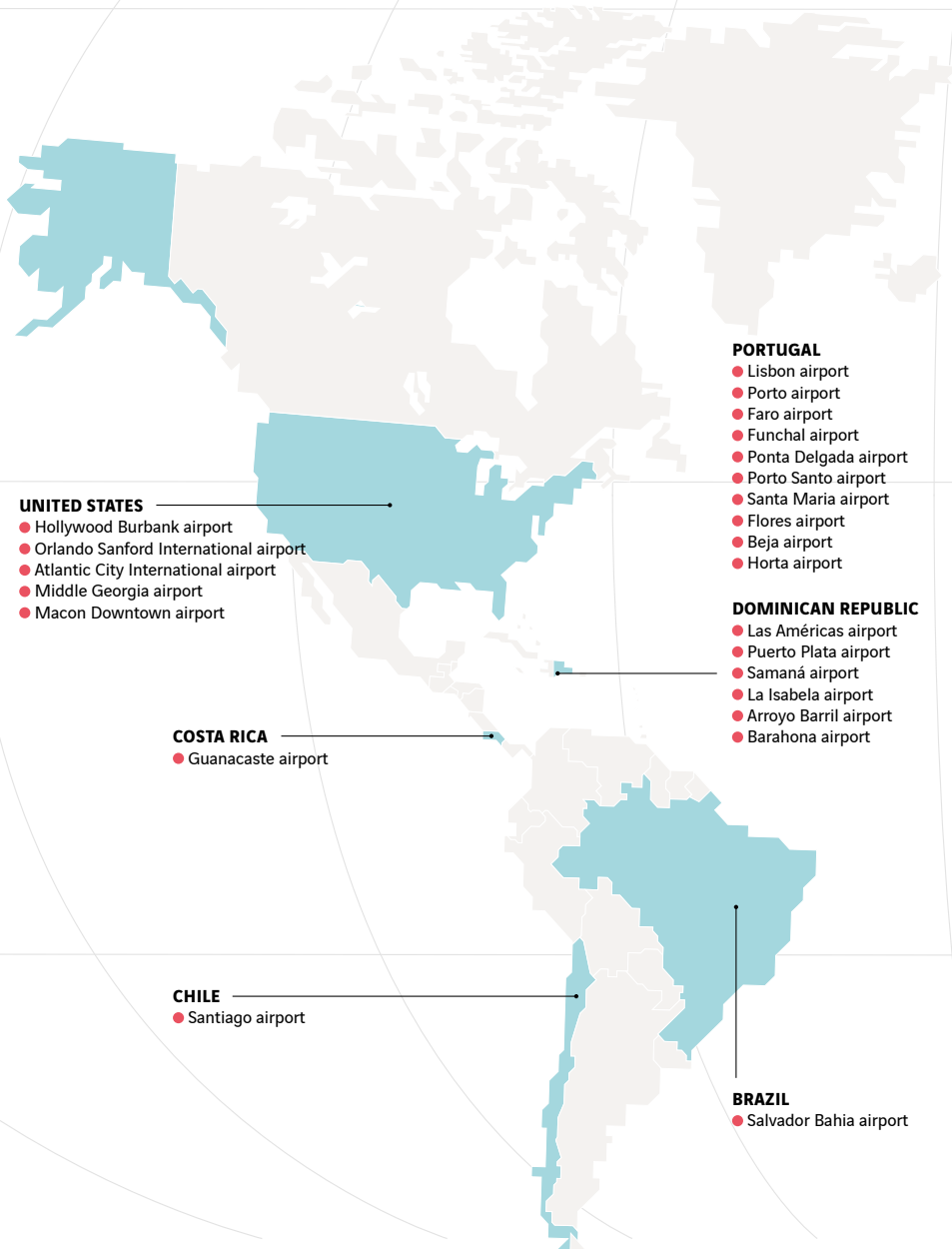


## Preparing for mobility and the economy to take off

VINCI Airports has worked hard to ensure operations continue at its airports, while preparing for the future and the recovery of the economy. Aviation will play a key role in that recovery for a number of countries – particularly those that are difficult to access by other forms of transport due to their geography, such as Japan, Cambodia, Chile and the Dominican Republic. For example, in Portugal we are working with local authorities to anticipate the revival of tourism, an industry that accounted for 8.7% of the country's GDP in 2019. VINCI Airports has already demonstrated its support of regional economies in France at the Nantes Atlantique and Saint-Nazaire Montoir airports which, over the last decade, have made a significant contribution to boosting the appeal of the west of France by multiplying passenger traffic by 2.4 and supporting over 27,000 jobs in France (study carried out by Utopies in 2020 using data from 2019).



# The VINCI Airports network



#### UNITED KINGDOM

- London Gatwick airport
- Belfast International airport

#### SWEDEN

- Stockholm Skavsta airport

#### SERBIA

- Belgrade Nikola Tesla airport

#### JAPAN

- Kansai International airport
- Osaka Itami airport
- Kobe airport

#### FRANCE

- Lyon-Saint Exupéry airport
- Rennes Bretagne airport
- Toulon Hyères airport
- Nantes Atlantique airport
- Grenoble Alpes Isère airport
- Clermont-Ferrand Auvergne airport
- Chambéry Savoie Mont-Blanc airport
- Dinard Bretagne airport
- Saint-Nazaire Montoir airport
- Pays d'Ancenis airport
- Lyon-Bron airport

#### CAMBODIA

- Siem Reap airport
- Phnom Penh airport
- Sihanoukville airport

# Airport concessions

	VINCI Airports share (%)	2020 traffic (in thousands of passengers)	End of concession
<b>FRANCE</b>			
Lyon-Bron, Lyon-Saint Exupéry	31	3,564	2047
Nantes Atlantique	85	2,328	2021*
Rennes Bretagne	49	257	2024
Toulon Hyères	100	206	2040
Clermont-Ferrand Auvergne	100	115	2026
Grenoble Alpes Isère	100	208	2026
Chambéry Savoie Mont-Blanc	100	106	2029
Dinard Bretagne	49	19	2024
Saint-Nazaire Montoir	85	4	2021*
Pays d'Ancenis	100	General aviation	2025
<b>PORTUGAL</b>			
Lisbon	100	9,261	2063
Porto	100	4,433	2063
Faro	100	2,207	2063
Madeira (Porto Santo, Funchal)	100	1,172	2063
The Azores (Flores, Horta, Ponta Delgada, Santa Maria)	100	896	2063
Beja	100	General aviation	2063
<b>UNITED KINGDOM</b>			
London Gatwick	50.01	10,165	Freehold ownership
Belfast International	100	1,748	2993
<b>SWEDEN</b>			
Stockholm Skavsta	90	568	Freehold ownership
<b>SERBIA</b>			
Belgrade	100	1,904	2043
<b>UNITED STATES</b>			
Hollywood Burbank	MC**	2,039	2030
Orlando Sanford International	100	1,544	2039
Atlantic City International	MC**	451	2021
Middle Georgia	MC**	General aviation	2022
Macon Downtown	MC**	General aviation	2022
<b>DOMINICAN REPUBLIC</b>			
Saint-Domingue (Las Américas)	100	2,015	2030
Puerto Plata	100	357	2030
Samanà (Presidente Juan Bosch – Arroyo Barril)	100	56	2030
La Isabela	100	47	2030
Barahona	100	General aviation	2030

	VINCI Airports share (%)	2020 traffic (in thousands of passengers)	End of concession
<b>COSTA RICA</b>			
Guanacaste	45	480	2030
<b>CHILE</b>			
Santiago	40	8,514	2035
<b>BRAZIL</b>			
Salvador Bahia	100	3,900	2047
<b>JAPAN</b>			
Kansai International	40	6,556	2060
Osaka Itami	40	7,669	2060
Kobe	40	1,625	2060
<b>CAMBODIA</b>			
Phnom Penh	70	1,331	2040
Siem Reap	70	619	2040
Sihanoukville	70	221	2040

\* Termination for reasons of public interest decided on 24 October 2019, with effect, at the earliest, from 15 December 2021 and, at the latest, the date on which the new concession contract is signed.

\*\* Service contract

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**Illustrations:** DR.

All photos of people not wearing masks were taken prior to the Covid-19 pandemic.



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