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For VINCI Airports, 2023 was marked by a return to pre-Covid traffic levels, with some airports in the network even achieving record figures. We were prepared for this recovery and are now reaping the benefits, once more enjoying robust growth founded on our concessions model. We are proud to be a long-term trusted partner to countries and regions, as demonstrated this year not only by the signature of a historic contract extending our concession contract for six airports in the Dominican Republic until 2060, but also by the development of our network in Cabo Verde and Mexico. We also stand firm in our investments; in Japan, Serbia and Northern Ireland, we are investing to create airports that lead by example and support regions' appeal in terms of both economics and tourism. By harnessing innovation, we strive to constantly improve the travel experience and the quality of airport services. Lastly, we fully embrace our role in the decarbonisation of mobility and aim to achieve zero net carbon emissions in 2050.

Driven by VINCI Group, we are working towards a strong environmental ambition. That ambition has been applied throughout our entire network and recognised through extremely stringent certifications. Four of our airports therefore rank in the list of 10 that have been awarded the



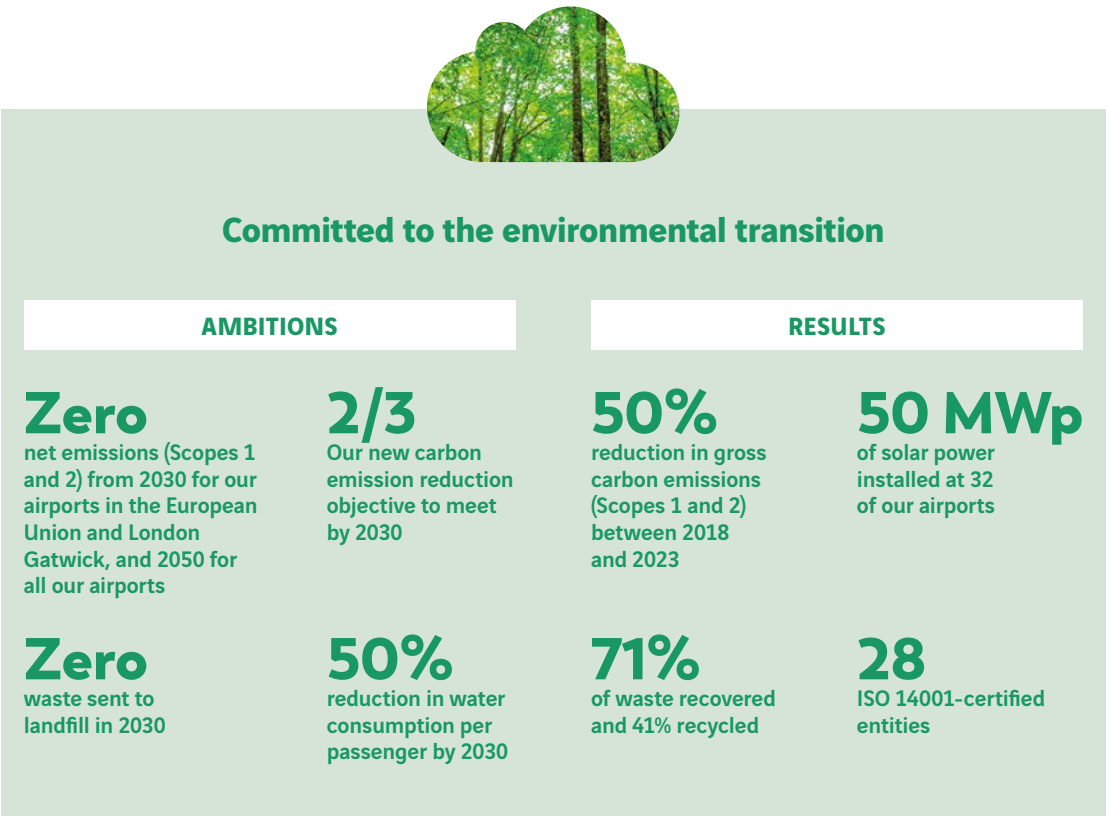
**Nicolas Notebaert,**  
CEO of VINCI Concessions  
and President of VINCI Airports

highest environmental distinction in aviation, Level 5 of the Airport Carbon Accreditation (ACA) programme. All of this progress could not be possible without the commitment of our teams all over the world. They are, quite rightly, proud to contribute to an open world and sustainable mobility for all, as am I.



# VINCI Airports in figures

In late 2023, VINCI Airports’ traffic returned to levels similar to those of 2019, with record-breaking numbers at certain airports and over 267 million passengers handled. VINCI Airports’ efforts to pursue and scale up its development to drive positive mobility for regions were key to this momentum.



# A comprehensive integrator at the heart of air travel

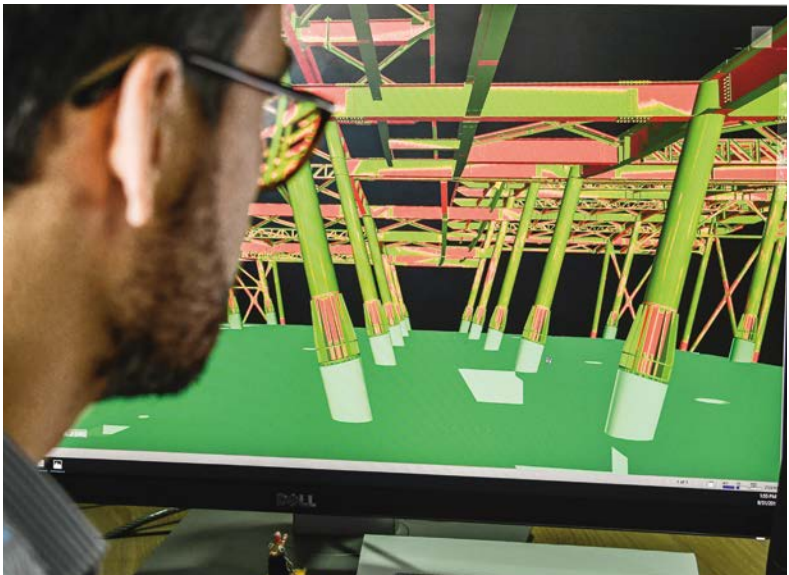


## A long-term partner to regions

Mobility plays an essential role in regions' prosperity, appeal and future prospects. We are aware of this responsibility and use our expertise in anticipation, financing and operations to benefit the regions that entrust us with their airport concessions. We aim to maximise the potential of these structures while creating lasting growth, achieving the environmental transition, and generating long-term value for regions and their residents.

## A leading airport manager

Investment management is a key aspect of managing airports. As a VINCI Group company and a driven project owner, we benefit from state-of-the-art analysis, planning and life-cycle management tools that we use to develop continuously evolving, optimised and resilient investment models. These tools enable us to adopt a holistic view of airports and deliver infrastructure that meets the highest operational and environmental standards and anticipates the challenges of the future.



## A leading player in operational excellence

We strive for excellence in the experience that we provide to airlines, passengers, and all our stakeholders. Our business development teams collaborate with over 300 airlines to develop regional connectivity all over the world by fostering a diverse range of operators and destinations. We are working to improve the travel experience by teaming up with our industry partners and harnessing innovation to optimise passenger flows. We also enrich the passenger experience by offering varied services that reflect the culture and heritage of the areas where we operate.



## Committed to low-carbon air travel

Collaborating with regions to take carbon out of our operations and, more generally, the entire chain of mobility is our priority. This ambition guides all of our projects, investments and innovations during both programme management and operational phases. Our airports have

embarked upon an ambitious trajectory to the environmental transition by rolling out a clear action plan, the results of which have been recognised by international certification (see page 10). Lastly, we are working to involve the entire airport industry in our approach.



# An ambitious trajectory to the environmental transition

VINCI Airports works with regions to make all the airports in its network part of its trajectory to the environmental transition, the first effects of which are already visible.



After the rollout of sustainable aviation fuel (SAF) at Clermont-Ferrand, Grenoble and Toulon airports, VINCI Airports and TotalEnergies have teamed up to provide it at Saint-Nazaire Montoir too. It is 30% blended with standard aviation fuel and will be used to refuel the Beluga aircraft that are used on a daily basis to transport fuselage elements between the Saint-Nazaire production facility and assembly line locations in Toulouse.

## Producing renewable energy on a massive scale

Solar energy is a key part of VINCI Airports' decarbonisation plan, in line with the ambitions of VINCI Concessions, which aims to operate potential capacity of over 1 GWp in 2030. VINCI Airports therefore launched a large-scale solar plant project at Lyon-Saint Exupéry Airport in 2023, which is scheduled to go into service in 2025. The solar plant at Lyon-Saint Exupéry will consist 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 a town with 9,000 residents. The energy produced will be injected into the grid to power local towns, avoiding the emission of almost 1,600 tonnes of CO<sub>2</sub> per year. Design, financing and construction have been entrusted to VINCI Concessions' photovoltaics specialist subsidiary, SunMind, which will also operate the plant until 2047.




An aim of over

**1 GWp**

of potential solar capacity in 2030

**50 MWp**

of solar energy production capacity at network airports



## Reducing the carbon footprint by transforming mobility

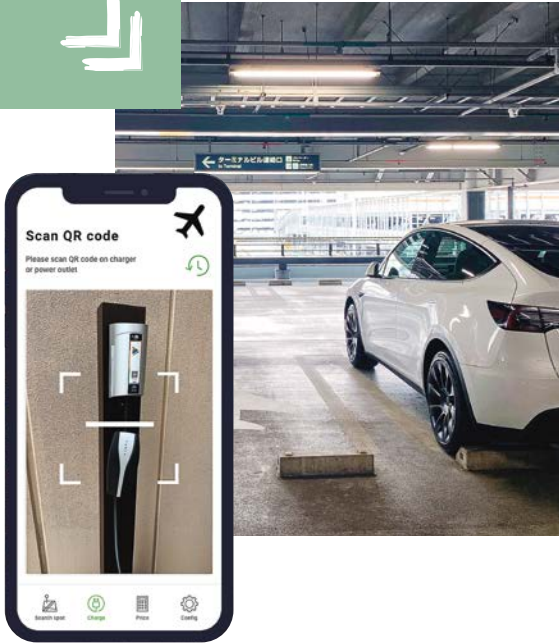

VINCI Airports is contributing to the decarbonisation of the mobility sector by providing electric facilities that are available for everyone. At the start of 2024, London Gatwick became the first

international airport to open an Electric Forecourt®, a filling station that is specifically for charging electric vehicles and open to all. The opening of this station is contributing to the ambition of ensuring that by 2030, 60% of journeys to and from the airport produce no or very low emissions. And in Japan, Osaka Itami airport announced a programme to install over 180 electric vehicle charging points. This large-scale installation will give Osaka Itami the largest electric vehicle charging facilities of all airports in the country.

Over

**180**

electric vehicle charging points at Osaka Itami airport





# An ambitious trajectory to the environmental transition



VINCI Airports' reforestation programme in Porto Santo, carried out in partnership with *Instituto da Conservação da Natureza e das Florestas* (ICNF), Portugal's institute for nature conservation and forests, will capture the airport's residual emissions (Scopes 1 and 2) until 2062.

## Reducing residual CO<sub>2</sub> emissions

Aéroports de Lyon and the Rhône Chamber of Agriculture have launched a local agricultural project with a low carbon label for large-scale crop cultivation. The ambitious programme to reduce and capture greenhouse gases was developed with 13 cereal farms in the Vallée de l'Ozon near Lyon-Saint Exupéry Airport. The project involves opting for more sustainable agriculture, with lower CO<sub>2</sub> emissions, on around 1,900 hectares of arable land by using various methods to reduce residual emissions in the soil: biomass (covering fields with plants between crop rotation to capture CO<sub>2</sub>), a reduction in the use of nitrogen fertilisers, and no-till farming – a method that uses direct seeding, thus reducing fuel-related emissions from agricultural machinery. The project is scheduled to take place over five years, with a view to a long-term extension afterwards. It will reduce the carbon footprint of the farms and offset 4,000 tonnes of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) for the project partners.



**4,000 tonnes** of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e) offset thanks to the local low carbon label agricultural project situated near Lyon-Saint Exupéry airport

## Rolling out hydrogen for aviation

VINCI Airports is working with Airbus and Air Liquide to roll out hydrogen at its airports, and lay the ground for the European aviation network that will be needed for the hydrogen-powered aircraft of the future. The first tangible effects of the partnership came to fruition as early as 2022 and continued in 2023 at the pilot project site, Lyon-Saint Exupéry Airport, a VINCI Airports Centre of Excellence for Innovation, with a hydrogen ecosystem under review.

Meanwhile, Aéroports de Lyon is developing an airside and landside gaseous hydrogen production and distribution project to power land vehicles, including logistical and airport equipment and heavy goods vehicles. The partnership between VINCI Airports, Airbus and Air Liquide is being used to study the hydrogen infrastructure needed to refuel future aircraft. The long-term goal is to equip Lyon-Saint Exupéry Airport with end-to-end hydrogen infrastructure, from production to storage and distribution.



(1) Guaranteed sources.  
Some of the projects in this image are still under consideration.



An ambitious trajectory to the environmental transition

In 2023, VINCI Airports ratified the Buckingham Palace Declaration, an international reference in the fight against wildlife trafficking, and joined the United for Wildlife Transport Taskforce.



On the way to zero net emissions

After London Gatwick and all airports in Portugal became ACA 4+ certified, four airports in the network – Toulon Hyères in France and Beja, Madeira and Ponta Delgada in Portugal – were awarded Level 5 of the ACA programme in 2023. They rank among the 10 first airports worldwide to reach this new level, certifying that they have achieved

4  
airports in the network have been awarded ACA 5, ranking among the top 10 worldwide, certifying that they have achieved net zero CO<sub>2</sub> emissions in their direct scope

net zero CO<sub>2</sub> emissions in their activities. ACA Level 5 is the first certification that sets out a clear framework to help airports significantly reduce their direct CO<sub>2</sub> emissions and maintain a net zero carbon balance for their own emissions, while also helping their partners reduce their carbon emissions.

An action plan that is paying off

The rollout of VINCI Airports’ environmental action plan is bearing fruit. In 2023, Salvador Bahia airport was awarded ISO 14001 certification – the first in Brazil to receive this international standard, confirming the excellence of its environmental management system (EMS). That feat was repeated in Northern Ireland, where Belfast also became ISO 14001-certified – again, the first

in the country to do so. What’s more, airports operated by VINCI Airports in Brazil, Chile, Costa Rica, the Dominican Republic and Mexico were awarded the “Green Airport Recognition 2023” prize by ACI Latin America Caribbean (ACI-LAC). This distinction recognises the best practices for the environment and sustainable development implemented by airports in Latin America and the Caribbean.

1<sup>st</sup>  
airport in Brazil to obtain ISO 14001 certification – Salvador Bahia is rewarded for the excellence of its environmental management





# Growth to boost regional connectivity

Developing regional connectivity is a central focus of VINCI Airports’ work to create value, brought about through a proactive approach in partnership with airlines.



Lyon-Saint Exupéry jumped up the Skytrax ratings in 2023 with four stars, while the airports of Osaka, Porto, Madeira and Puerto Plata won prizes for their quality of service.


## Record traffic numbers

Over 267 million passengers travelled on the VINCI Airports network in 2023. Several major airports achieved all-time record annual traffic numbers – over 33 million passengers at Lisbon, 15 million at Porto, 13 million at Monterrey, 7 million at Belgrade, and 5 million at Santo-Domingo. Traffic also exceeded pre-Covid levels from October 2023 at Santiago de Chile and Belfast International. Other airports continued to record very good performances thanks to robust demand and business development with airlines. London Gatwick, for example, opened four new routes to India with three large Chinese carriers. Meanwhile, Faro got its first direct flights to the United States, and Santo-Domingo established connections with a growing number of cities in Latin America. What’s more, connections between VINCI Airports destinations are growing – as demonstrated by new routes between Santo-Domingo and Santiago de Chile, or between Belgrade and Porto.



 Over **267** million passengers handled at airports in the VINCI Airports network in 2023



**40 million**   
The new passenger processing capacity at Kansai International Airport

## A new era for Kansai International

In Japan, VINCI Airports celebrated a major step in the development of the main terminal at Kansai International Airport in December 2023. This upgrade work not only brought processing capacity from 23 million international passengers to 40 million, but also enabled a full redesign of check-in and immigration processes in order to facilitate the passenger experience, plus a new security area that will be delivered in late 2024. The terminal also offers a shopping experience that meets the highest standards,

showcasing Kansai’s identity. The new retail areas and dining spaces were designed using VINCI Airports’ “design by mood” concept. Themed areas offer fresh brands, including luxury names like Louis Vuitton, Dior, Chanel, Hermes and Gucci, as well as new food and beverage services made up of local brands and Japanese specialties. This modernisation project will also help to develop tourism in Japan as the country gears up to host World Expo 2025 in Osaka.



Growth  
to boost  
regional  
connectivity

**£100 million**  
to be invested  
over five years at Belfast  
International Airport





## A new look for Belfast airport


In 2023, VINCI Airports announced a £100 million five-year investment plan at Belfast International Airport. The first phase has begun with the construction of a new ultra-modern security building kitted out with Explosion Detection System (EDS) Standard 3 screening equipment, which means that passengers no longer need to take their liquids and electronic devices out of their cabin baggage. The investment plan

will also cover the renovation of existing facilities and the enhancement of the departure area. The retail area will offer new catering outlets and shops, while the customs zone will also be expanded. By improving operational efficiency and quality of service, this project will not only help to make the airport the main gateway to Northern Ireland, but it will also have a direct positive impact on the entire region by creating around 400 jobs at local construction companies. VINCI Airports also announced that it would build a 26 MWp solar plant at the site, set to produce 22.4 GWh of electricity and cut CO<sub>2</sub> emissions by 12,500 tonnes per year.



In Portugal, the project for a new terminal at Porto Santo was designed to develop the airport's connectivity and ensure it achieves the net zero emissions target (Scopes 1 and 2).





**A 30-year**  
extension to the concession  
contract granted by  
the government of  
the Dominican Republic

## Long-term trust in the Dominican Republic

VINCI Airports, concession holder of six airports in the Dominican Republic through its Aerodom subsidiary since 2016, had its current contract extended by the government for another 30 years. The extension of this contract to 2060 confirms the success of VINCI Airports' management, with average traffic growth of 6% between 2016 and 2019 and a speedy post-Covid recovery, with traffic already exceeding 2019 levels in 2022. What's more, VINCI Airports has made considerable investments – upgrading passenger terminals, opening a new cargo terminal at Santo-Domingo, and developing several solar plants producing a total of 7.5 MWp to decarbonise airport operations. As part of this new concession contract, VINCI Airports will build and operate a new passenger terminal at Santo-Domingo airport and continue to implement its environmental action plan by developing solar plants, a wastewater treatment plant, and waste management centres.



# Innovation and digital tech for smart mobility

VINCI Airports harnesses innovation to enhance the passenger experience, improve flow management, and boost the intelligence of its infrastructure.

## Harnessing technology for smoother passenger journeys

A number of airports in the network are rolling out biometric technology in order to offer smoother journeys. In France, thanks to facial recognition technology and a specific route through the airport, passengers on certain flights at Lyon-Saint Exupéry have been able to go through the various check points (with the exception of border control) simply by showing their face, avoiding the need for any physical contact, since 2021. In Portugal, the “Biometric Experience by VINCI Airports” innovation project launched in early 2024 at Lisbon and Porto airports, before touching down in Faro, Madeira and Ponta Delgada. The first tests were carried out with TAP Air Portugal passengers. In Mexico, OMA airports – in collaboration with Viva Aerobus – are also offering a biometric experience to make the travel experience smoother. These innovations enable passengers to go through security checkpoints easily, board more quickly and, in some cases, access business lounges – all without having to present their documents at each step.



In Portugal, the “Biometric Experience by VINCI Airports” took its first steps at Lisbon and Porto in early 2024.



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



## Simplified security checks

To boost safety without slowing down passengers, multiple airports in the network have started rolling out state-of-the-art safety equipment, EDS Standard 3, that automatically detects explosives in cabin baggage. This new system means that travellers no longer need to get their electric devices, liquids, gels and aerosols out of their luggage for these checks. At London Gatwick and Belfast,

installation of this equipment began ahead of a large-scale rollout in June 2024, while at Lisbon, Kansai International and Lyon, trials have been carried out for a number of months through several equipped security lines. And at Gatwick and Kansai, trials also integrated artificial intelligence to facilitate image processing for operators, guaranteeing reduced waiting times.



# Diversity and equal opportunities

There is room for people with all kinds of talents from every culture in VINCI Airports teams, which foster the values of inclusion and respect for diversity.



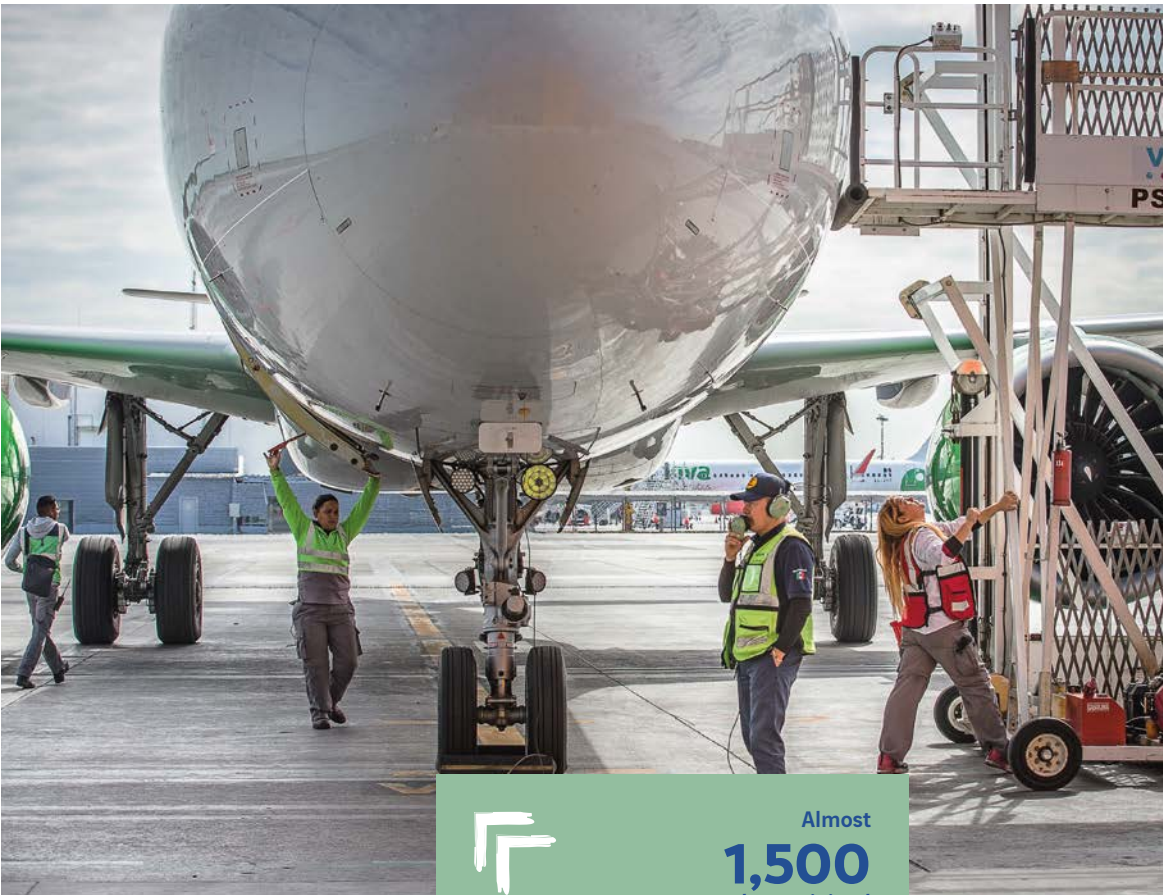
The CEO of the Dominican subsidiary, Mónica Infante, became the first female President of ACI-LAC in 2023.



## Momentum for inclusion and empowerment

VINCI Airports drives inclusive entrepreneurship and gender equality forward in all the regions covered by its network. At Startups & Innovation Day 2023, Nantes Atlantique Airport – a partner to the event, which brought together 70 start-ups – awarded the CSR prize to Kignon Biscuits, a start-up based in Nantes that employs people with disabilities and makes biscuits by recycling unsold bread. Meanwhile, Aéroports de Lyon launched the AD'ELLES programme – an all-women think tank made up of 12 employees

focusing on strategic issues for the Group, such as the proportion of women in the workforce, parenthood, diversity, inclusion and integration at the company. In Cambodia, to mark International Women's Day, the NGO Happy Chandara brought 25 school girls to visit airports, where they got to meet the female managers and take part in a debate over lunch with female speakers. And in the United Kingdom, London Gatwick Airport achieved its diversity objective this year by recruiting male and female apprentices.



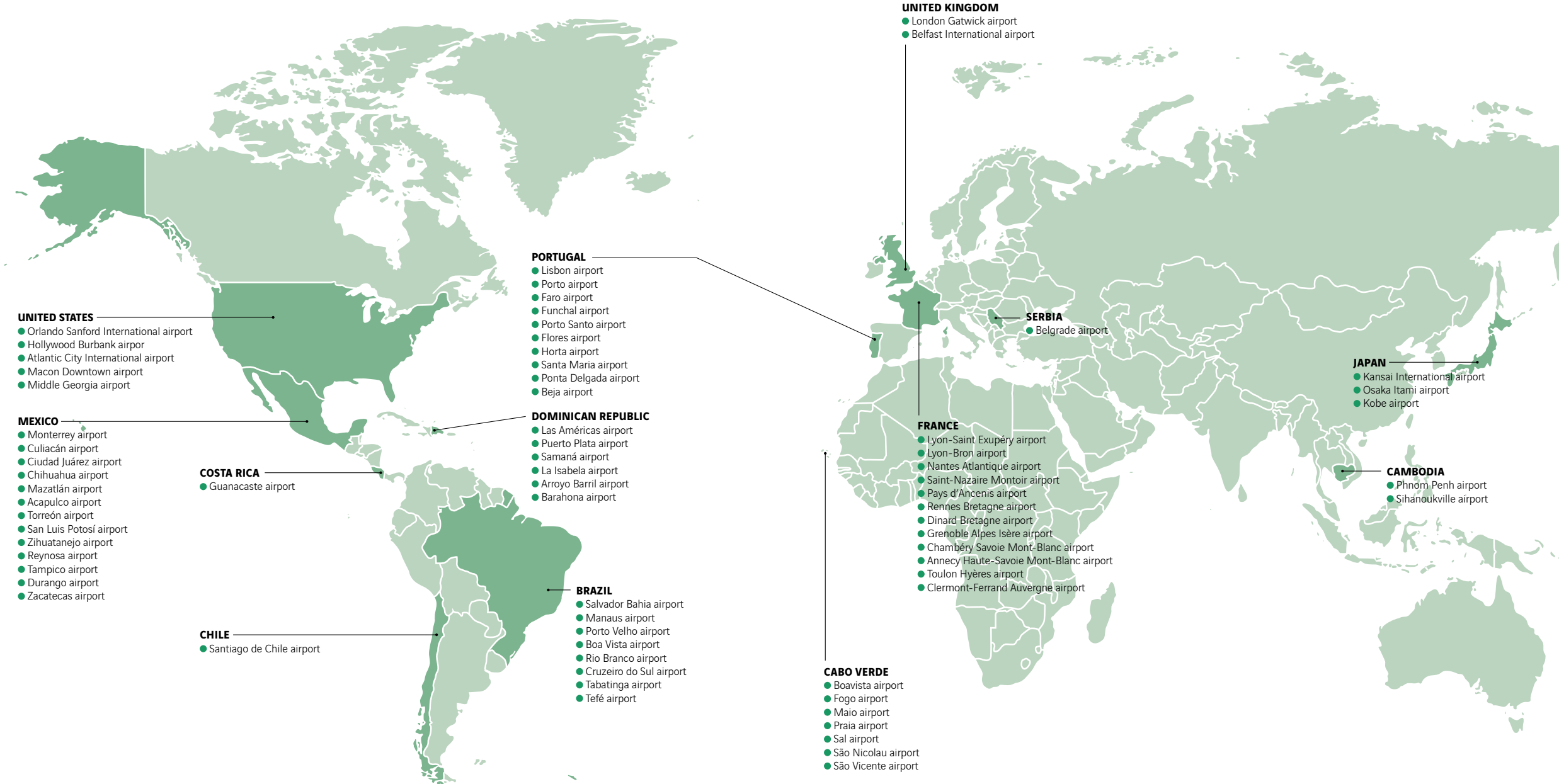
## Instant take-off for our new teams

Thirteen airports in Mexico joined the VINCI Airports network at the end of 2022, followed by seven in Cabo Verde in July 2023, bringing with them almost 1,500 employees in 2023. VINCI Airports is working to apply the different aspects of its human resources (HR) policy at these new airports. Training – given by the internal platform VINCI Airports Academy and the Lead 4 Success programme for managers – is key, as is mobility, which enables us to share best practices and provide the skills required at an airport in the integration phase. VINCI Airports has made its social and societal responsibility a central part of its HR approach. This is reflected in its actions, such as efforts to increase the proportion of women in teams, the rollout of the gender equality index at all its subsidiaries and, in line with VINCI Group policy, the application of a standard minimum level of social protection all over the world. This means that all VINCI Airports employees, no matter which country they come from, will benefit from the same length maternity leave, as well as the same life accident insurance.



# The VINCI Airports network

at 31 December 2023





# Airport concessions

	Stake held	2023 traffic (in thousands of passengers)	End of contract
<b>FRANCE</b>			
Lyon-Saint Exupéry and Lyon-Bron	31%	10,000	2047
Nantes Atlantique	85%	6,535	(1)
Rennes Bretagne (2)	49%	595	2024
Grenoble Alpes Isère (2)	100%	249	2026
Chambéry Savoie Mont-Blanc (2)	100%	163	2029
Toulon Hyères	100%	308	2040
Clermont-Ferrand Auvergne (2)	100%	231	2030
<b>BRAZIL</b>			
Salvador Bahia	100%	7,330	2047
Manaus	100%	2,672	2051
Porto Velho	100%	587	2051
Boa Vista	100%	409	2051
Rio Branco	100%	358	2051
<b>CAMBODIA</b>			
Phnom Penh	70%	3,976	2040
Sihanoukville	70%	55	2040
<b>CABO VERDE</b>			
Praia	100%	600	2063
Sal	100%	1,119	2063
São Vicente	100%	242	2063
Boavista	100%	536	2063
<b>CHILE</b>			
Santiago de Chile	40%	23,337	2035
<b>COSTA RICA</b>			
Guanacaste	45%	1,652	2030
<b>UNITED STATES</b>			
Orlando Sanford International, Florida	100%	2,940	2024
Hollywood Burbank, California (3)	N/A	6,041	2030
Atlantic City International, New Jersey (3)	N/A	923	2026
<b>JAPAN</b>			
Kansai International	40%	23,319	2060
Osaka Itami	40%	14,754	2060
Kobe	40%	3,433	2060

	Stake held	2023 traffic (in thousands of passengers)	End of contract
<b>MEXICO (OMA)</b>			
Monterrey	29.99%	13,339	2048
Culiacán	29.99%	2,619	2048
Ciudad Juárez	29.99%	2,263	2048
Chihuahua	29.99%	1,901	2048
Mazatlán	29.99%	1,632	2048
Acapulco	29.99%	888	2048
Torreón	29.99%	779	2048
San Luis Potosí	29.99%	712	2048
Zihuatanejo	29.99%	649	2048
Reynosa	29.99%	538	2048
Tampico	29.99%	565	2048
Durango	29.99%	507	2048
Zacatecas	29.99%	444	2048
<b>PORTUGAL</b>			
Lisbon	100%	33,649	2063
Porto	100%	15,205	2063
Faro	100%	9,640	2063
Madeira (Funchal, Porto Santo)	100%	4,837	2063
The Azores (Flores, Horta, Santa Maria, Ponta Delgada)	100%	2,996	2063
<b>DOMINICAN REPUBLIC</b>			
Santo-Domingo (Las Américas)	100%	5,633	2060
Puerto Plata	100%	737	2060
Samaná	100%	123	2060
La Isabela	100%	90	2060
<b>UNITED KINGDOM</b>			
London Gatwick	50%	40,899	Freehold ownership
Belfast International	100%	5,956	2993
<b>SERBIA</b>			
Belgrade	100%	7,948	2045

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

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

(3) Service contract.



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VINCI Airports



VINCI Airports

VINCI Airports  
L'archipel  
1973, bd de la Défense – 92757 Nanterre – France

[www.vinci-airports.com](http://www.vinci-airports.com)