



ESSENTIALS

2025



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EDITORIAL

Mobility is key to freedom, social and economic development, and appeal. You could even say it's vital in certain countries – in islands like Japan or Cabo Verde and vast countries like Brazil, for example. Mobility also generates jobs, as shown by the impact study carried out across VINCI Airports' scope. In response to growing demand for air travel, our global network served a record number of passengers, reflecting strong growth, and continued its expansion with the integration of two major airports serving European capitals – Edinburgh in Scotland and Budapest in Hungary. We also continued our efforts to constantly improve the quality of service and operational efficiency at the airports we operate and to step up the

decarbonisation of mobility, taking action across our own operations and supporting our stakeholders – airlines, passengers and partners – in reducing their carbon footprint. From our perspective this is a major priority and the challenge of the century – one that the concession model can help address effectively while limiting the impact on public finances. VINCI Airports' evolution has been underpinned by a comprehensive and integrated model: designing, financing, overseeing programme management, and operating infrastructure to support regional development. Supported by this model and our talented teams, we look to the future with enthusiasm. As a trusted, long-term partner, we create lasting value for regions – a responsibility we carry with pride.



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

“As a trusted, long-term partner, we create lasting value for regions.”

“Our teams strive to keep innovating and improving the passenger experience every day.”



Rémi Maumon de Longevialle,
Chief Executive Officer of VINCI Airports

2024 was a historic year for VINCI Airports, as we delivered strong financial results and served over 318 million passengers. Air travel within the VINCI Airports network ramped back up and exceeded pre-pandemic levels, with some of our airports reporting record traffic levels. Against this favourable backdrop, our teams strove to keep innovating and improving the passenger experience every day. From Mexico to Serbia, Brazil, Portugal, the United Kingdom and Japan, we continued to leverage our expertise and investment capabilities to welcome passengers from all over the world in upgraded terminals that meet the highest standards of security, efficiency and service. These efforts paid off, as the VINCI Airports network topped multiple global rankings – including those published by Skytrax and

Airports Council International (ACI) – in 2024. Placing quality of service at the core of our growth strategy, we are also proud to announce that our UK airports now feature the world's most modern and efficient security screening areas, as next-generation equipment was rolled out across all hand luggage screening lanes in 2024. No doubt it's a world first on this scale, benefitting passengers at London Gatwick, Edinburgh and Belfast International. In line with VINCI Concessions, we continue to work towards our environmental ambition of reducing our Scope 1 and 2 emissions by two thirds by 2030 and achieving net-zero emissions by 2050. As the world's leading private airport operator, we leverage our local presence to keep abreast of changing needs, patterns and trends in the air travel industry – and that's precisely what drives our 18,000 employees.

VINCI AIRPORTS AT A GLANCE

As the world's leading private airport operator, VINCI Airports operates more than 70 airports in 14 countries. VINCI Airports draws on its expertise as a comprehensive integrator to develop, finance, build and manage airports, leveraging its investment capability and know-how to optimise operational performance and modernise infrastructure while bringing about the environmental transition.

In 2016, VINCI Airports became the first airport operator to commit to an international environmental strategy, setting itself the aim of reaching net-zero emissions (in Scopes 1 and 2) across its entire network by 2050, while also looking beyond its own operations to help reduce the carbon footprint of its stakeholders (Scope 3) and supporting regions in their climate transition.

Over
70
airports operated
in 14 countries

18,000
employees

Over
318 million
passengers in 2024

An increase of
11 million
compared with 2019

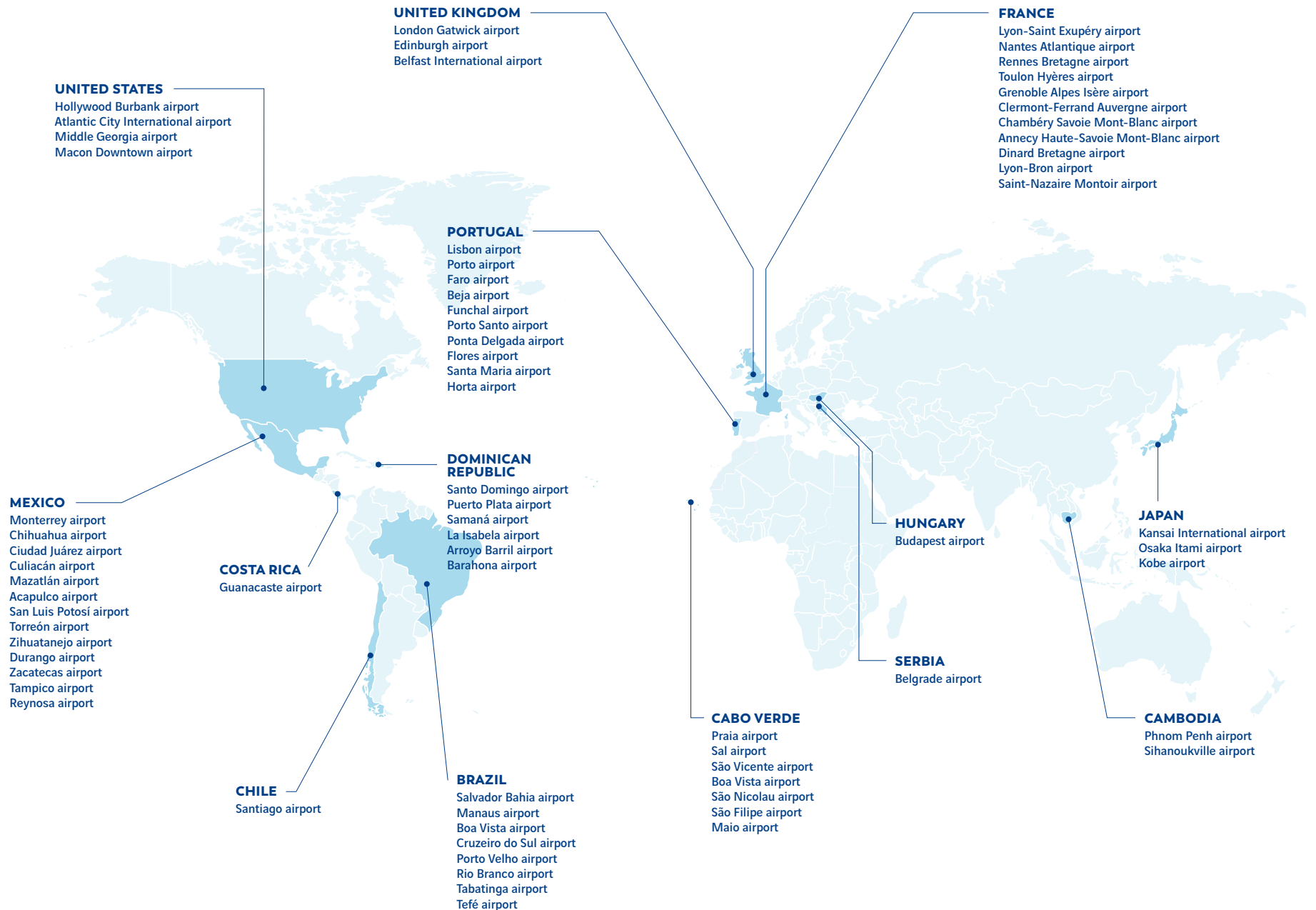
€4.5 billion
in revenue

€2.9 billion
in EBITDA

3
centres of excellence for innovation:
· connected infrastructure
(Lisbon, Portugal)
· flow management
(London Gatwick, United Kingdom)
· customer experience
(Lyon, France)



THE VINCI AIRPORTS NETWORK



A LEADING PROVIDER OF INTEGRATED AIRPORT SERVICES



Delivering on operational excellence

VINCI Airports strives for excellence, driven by an ambition to constantly improve the travel experience. Its teams work, for instance, on optimising flows by developing innovative solutions in the various centres of excellence and in collaboration with its partners. VINCI Airports also offers passengers services and spaces that

reflect the heritage and culture of the regions home to the airports it operates. What's more, its business development teams work with more than 300 airlines worldwide to continue to enhance regional connectivity.



A partner committed to fostering sustainable regions

Aware of its responsibility as a mobility stakeholder to contribute to the prosperity, appeal and future of regions, VINCI Airports leverages its integrated expertise to support the regions that entrust it with their airports, with the aim of maximising the potential of these infrastructure assets.

VINCI Airports therefore operates within a framework of sustainable growth and environmental transition, creating long-term value for both regions and their inhabitants.



A rigorous operator that anticipates future challenges

Using cutting-edge analysis, planning and life cycle management tools, teams at VINCI Airports execute investment programmes that optimise the performance of the airports we manage. All upgrade, capacity expansion and service quality improvement work carried out involves adjustments aimed at reducing the environmental footprint of these infrastructure assets.

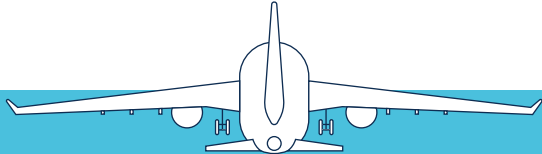
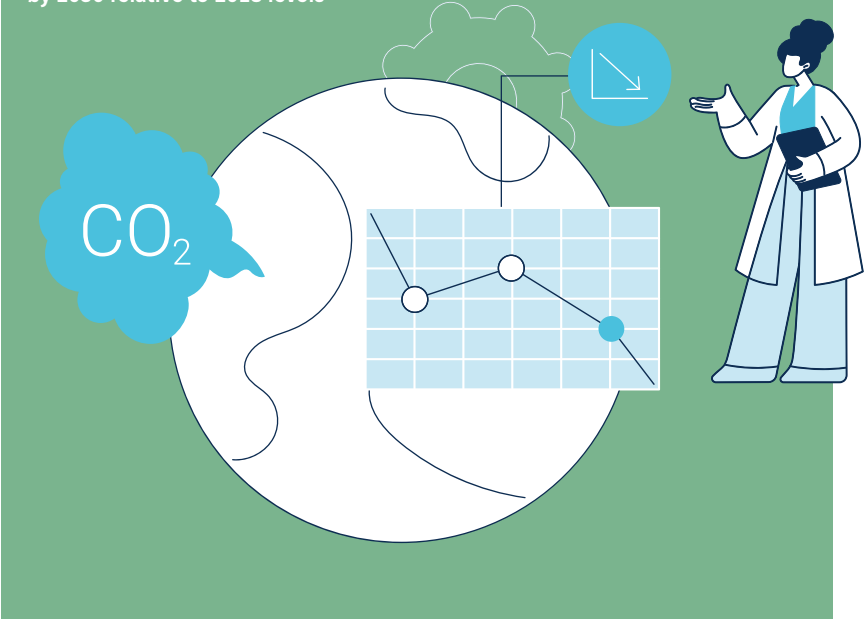
COMMITTED TO DECARBONISING AIR TRAVEL

In the context of the climate emergency, decarbonisation is a major priority for the airport industry. Having committed to an international environmental strategy in 2016, VINCI Airports aims to reach net-zero emissions across its operations (Scopes 1 and 2) at its EU airports, as well as London Gatwick and Edinburgh, by 2030, and worldwide by 2050. All airports in the VINCI Airports network are following an ambitious and realistic environmental transition trajectory backed by clear action plans, the results of which are recognised by international certification bodies.

By 2023, these efforts had already led to a 48% reduction in VINCI Airports' direct footprint relative to the 2018 baseline. Based on these positive results, the initial reduction target of 50% by 2030 was increased in 2024 to two thirds by 2030. Beyond this drive to lead by example, VINCI Airports is also addressing Scope 3 emissions to help decarbonise the entire air travel industry, assisting its stakeholders (airlines, passengers, etc.) in reducing their carbon footprint and supporting regions in their energy transition.

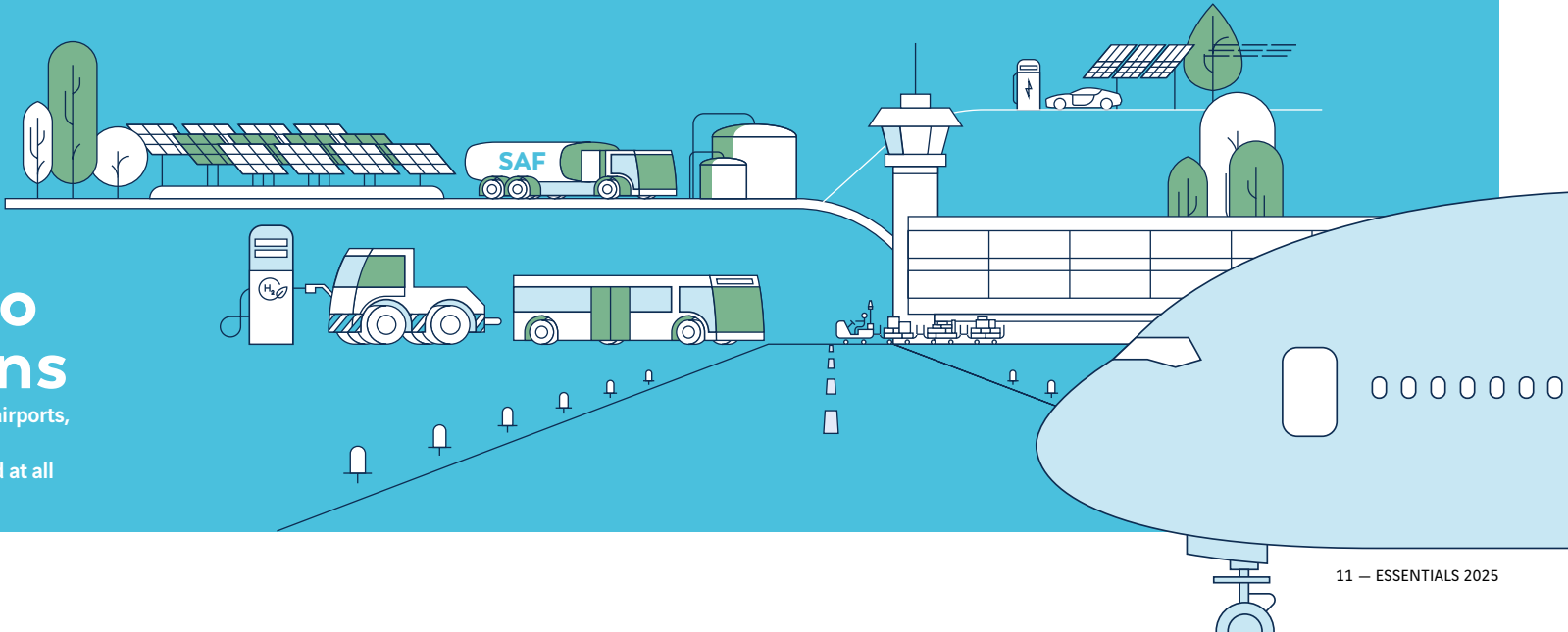
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The new target set for reducing carbon emissions (Scopes 1 and 2) by 2030 relative to 2018 levels



Net-zero emissions

(Scopes 1 and 2) at our EU airports, as well as London Gatwick and Edinburgh, by 2030, and at all our other airports by 2050



Leading international contributor to the ACA programme

67

accredited airports – including four at Level 5 – among the most advanced in the world in 2024

The Airport Carbon Accreditation (ACA) programme run by Airports Council International (ACI) is the only institutionally endorsed global carbon management certification programme for airports. In 2024, the 13 Mexican airports operated by OMA – where VINCI Airports has been the majority shareholder since 2022 – achieved Level 3 (Reduction) accreditation. Edinburgh and Nantes Atlantique

airports achieved Level 4 (Transformation), confirming the development of a decarbonisation strategy aimed at reducing their greenhouse gas emissions (Scopes 1 and 2) by at least 90% by 2030 (relative to 2019 levels). VINCI Airports' robust model makes it possible to implement ambitious policies – including environmental policies – in countries and on continents that are very different.



Extensive decarbonisation efforts

VINCI Airports undertakes various decarbonisation activities, including solar energy generation to decarbonise its electricity mix as well as regions' electricity mixes. For instance, two new solar plants were commissioned in 2024 – one at Toulon Hyères airport in France and one at Las Américas airport near Santo Domingo in the Dominican Republic. What's more, one of the largest solar canopy sites in France will be commissioned at Lyon-Saint Exupéry airport

in 2025. This 20 MWp facility will generate 24 GWh of green electricity annually – enough to meet the needs of a town with a population of 9,000. VINCI Airports, which has made sustainable aviation fuel (SAF) available at eight of its airports for several years now, also announced a new fuelling contract signed with TotalEnergies in 2024 for the supply of SAF at Annecy airport.

Promoting electric mobility

VINCI Airports continued its decarbonisation efforts in 2024 by ramping up the electrification of its service vehicle fleets and vehicles used by passengers. In France, over 800 electric charge points will be deployed and operated in car parks at Lyon-Saint Exupéry airport. This deployment will support the expansion of electric mobility, which can also be seen elsewhere in the network, including at London Gatwick in the United Kingdom and at Osaka Itami in Japan.



€200 million

to be invested by VINCI Airports in APU OFF equipment-related works in France and Portugal by 2026

Collectively addressing Scope 3 emissions

In view of the European obligation to provide electricity to stationary aircraft at all contact stands (gates) by 2025 and at all remote stands by 2030, VINCI Airports launched an investment programme at its airports in Lisbon, Nantes and Lyon, receiving a one-off

grant from the European Union. The aim is to offer an electric alternative to auxiliary power units (APUs) – supplementary engines that run on kerosene – to deliver power to aircraft on the ground without using kerosene, a source of CO₂ emissions.

Harnessing AI to safeguard biodiversity


In 2024, VINCI Concessions renewed its partnership with France Tourisme Tech, focused on accelerating the development of French start-ups in the travel tech sector. Within this framework, an initial proof of concept (POC) was developed with Murmuration – a start-up that provides tools for assessing the impact of tourism on the environment – at two airports in our network, Lyon-Saint Exupéry in France and Manaus in Brazil. The goal was to have a land-use management tool to better monitor vegetation health across airport sites. By analysing high resolution satellite imagery and leveraging artificial intelligence, the tool

enables users to identify soil characteristics, compile in-depth inventories, and find the ideal locations for infrastructure, avoiding important ecological areas. Once its value had been proven, this innovative solution was deployed at 50 airports in the VINCI Airports network.



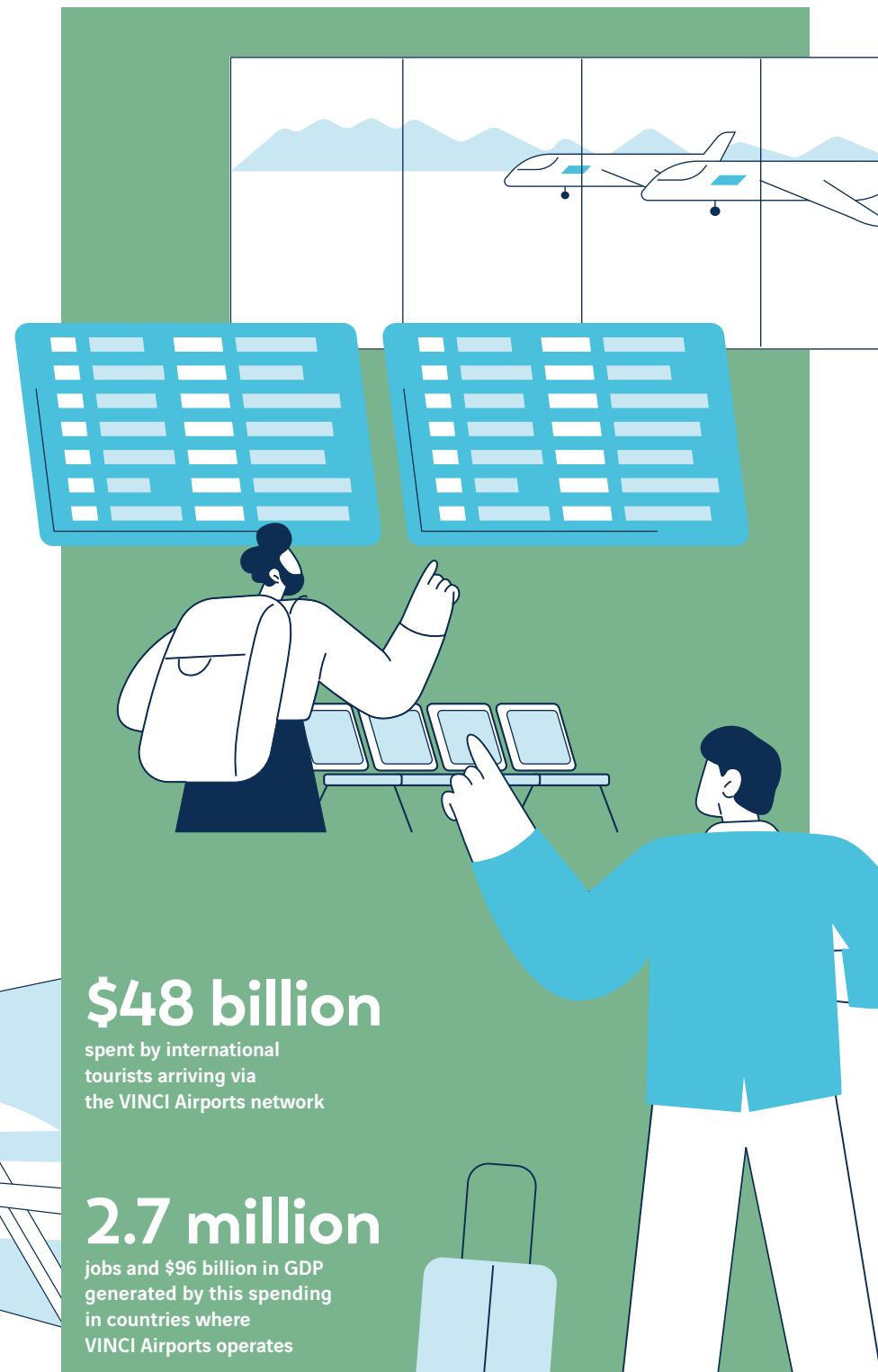
CONNECTING REGIONS, A DISTINCT AREA OF EXPERTISE

Enhancing regional connectivity is central to the value creation strategy adopted by VINCI Airports, which takes a proactive approach in this respect in partnership with airlines. VINCI Airports strives for excellence in the experience it offers airlines, passengers and all its stakeholders. Its business development teams work with more than 300 airlines worldwide to enhance regional connectivity, promoting a broad mix of both operators and destinations. VINCI Airports therefore contributes to the economic and cultural development of the regions where it operates. For instance, the Cabo Verde airports, which joined the network in 2023, saw a record number of passengers in 2024, as established airlines such as TUI and Transavia strengthened and expanded their route networks, while easyJet launched services to Porto and Lisbon – Portuguese airports also operated by VINCI Airports.



Over
300
partner airlines

Over
440
new airline routes
launched in 2024,
including 50 between
two airports in the
VINCI Airports network



\$48 billion
spent by international
tourists arriving via
the VINCI Airports network

2.7 million
jobs and \$96 billion in GDP
generated by this spending
in countries where
VINCI Airports operates



A key player in the airport industry

VINCI Airports consolidated its position as the world's leading private airport operator in 2024. Operating in Portugal, the United Kingdom, France and Serbia, it strengthened its European network with two major acquisition deals. In June 2024, it acquired a majority stake in Edinburgh airport for GBP 1.27 billion. As the busiest airport in Scotland and the sixth-largest in the UK, Edinburgh airport is a top-tier facility with potential for growth, driven by long-haul segments in particular.

VINCI Airports now manages three freehold airports in the UK – Belfast International, London Gatwick and Edinburgh. In Hungary,

VINCI Airports acquired a 20% stake in the concession company for Budapest airport, which it will operate until 2080. Budapest-Ferenc Liszt welcomed over 17.5 million passengers in 2024, making it one of the busiest airports in Central Europe.

The essential role of air travel in Brazil

In 2024, VINCI Airports finished upgrading the seven airports it manages in the Amazon region, consolidating the improvements made to airport infrastructure that is essential for this remote part of northern Brazil. This extensive upgrade programme is consistent with the pledge VINCI Airports made when it acquired the Amazon region airports in 2021. A total of BRL 1.4 billion was invested in improving security, accessibility, comfort and operational efficiency at Manaus, Tefé, Tabatinga, Porto Velho, Boa Vista, Rio Branco and Cruzeiro do Sul airports to offer a better passenger experience

and stimulate local economic development by strengthening air connectivity between the Amazon region, Brazil and the rest of the world. The completion of these works marks an important step forward for the future of aviation in northern Brazil, ensuring the airports can handle a growing number of passengers and supporting the growth of freight activities.



INVESTING IN THE VITALITY OF REGIONS

Committed to boosting the appeal of regions, VINCI Airports invests in upgrading and extending the airport infrastructure entrusted to it.

The concession model enables regions to continuously benefit from top-quality infrastructure designed to meet growing mobility needs. In Serbia, the completion of works at Belgrade airport and the inauguration of the new duty-free area were celebrated in 2024. These works included upgrading and adding 40,000 m² to the passenger terminal, refurbishing and adding 9,000 m² to the retail area, adding 12 new departure gates, building a new runway, and rebuilding the main runway for the first time in 60 years. This has improved the airport's capacity, comfort levels and overall passenger experience. In Belfast in the United Kingdom, phase one of a GBP 100 million five-year investment plan got underway with the construction of a new security hall and a new retail area, adjacent to the current terminal building.

550,000

local jobs supported by airport operations

\$2.8 billion

paid by concession companies and companies at airports to national and local administrations



Large-scale projects from Mexico to Japan

Over
€400 million

The value of the five-year investment programme launched to establish Monterrey airport as a leading international hub

In Mexico, the first phase of the terminal expansion at Monterrey International airport was inaugurated in 2024. The investment programme will consolidate the airport's position as the leading transit airport in northern Mexico by ensuring a seamless and pleasant experience for all passengers. In Japan, VINCI Airports has been carrying out a major renovation and expansion programme at Terminal 1

of Kansai International airport since 2021, with the goal of making it the 'first pavilion' of World Expo 2025 in Osaka, increasing its capacity to 40 million passengers and offering a refreshed passenger experience with a brand-new retail area inspired by VINCI Airports' "design by mood" concept.



Large-scale projects kicked off at a number of airports across the network in 2024. In Portugal, upgrade work at Lisbon airport got underway. With €233 million invested in improving the airport's quality of service, operations, customer experience and carbon footprint, this represents the largest investment contract since VINCI Airports took over ANA (Aerportos de Portugal) in 2013. In the Dominican Republic, preliminary works for the new terminal at Las Américas airport near

Santo Domingo began. This investment will increase the airport's capacity to over 4 million passengers per year, within the scope of the concession contract renewed with the Dominican government for a 30-year period. In France, renovation work at Annecy airport's only terminal got underway, in partnership with the Haute-Savoie department. This €2.5 million project aims to transform the terminal by improving its energy efficiency and quality of service.

Investing in operational excellence

A CULTURE OF EXCELLENCE IN PASSENGER SERVICE

At VINCI Airports, we believe airports are living entities – and passengers are their lifeblood. This customer-centric mindset inspires our teams every day and guides innovation efforts with a single goal: to constantly improve the travel experience at airports across the network. In 2024, Lyon-Saint Exupéry airport – VINCI Concessions' centre of excellence for innovation and the passenger experience – became the first airport in France to trial a solution enabling passengers to book a time slot for security checks to optimise their time at the airport.

This culture of high standards in passenger service, shared by all airports in the VINCI Airports network, was recognised once again in international rankings in 2024. In Japan, Kansai International airport won the Skytrax award for "World's Best Airport for Baggage Delivery" for the eighth time. The airport has maintained a perfect record of zero lost bags since it opened in 1994! What's more, Osaka Itami airport won an award for its punctuality for the second year running. In Portugal, Lisbon airport ranked among the top three airports in its category for growth and inclusion according to ACI Europe, and among the top 10 airports in southern Europe according to the international air transport rating organisation Skytrax.



Biometric Experience by VINCI Airports for smoother travel

Biometric Experience by VINCI Airports – an innovation project supported by the European Union as part of the NextGenerationEU programme – uses biometric technology to improve airports' quality of service and passenger experience. This innovative, facial recognition-based solution saves passengers from having to show their travel documents at several

checkpoints. It was rolled out at a number of airports in the network in 2024 – London Gatwick in the United Kingdom, along with Funchal airport in Madeira and the Azores airports in Portugal. The process enables paperless, contactless passenger processing and ensures full confidentiality, as all passenger data is deleted after the flight takes off.



New security screening standards

VINCI Airports rolled out next-generation security screening equipment – compliant with the new 'Standard 3' requirements – at all the airports it operates in the United Kingdom (London Gatwick, Edinburgh and Belfast International). The introduction of this technology means passengers can keep liquids and electronics in their hand luggage when passing through security, simplifying and enhancing the passenger experience.



Harnessing AI to improve punctuality and reduce CO₂ emissions

VINCI Airports teamed up with technological partners to test Smart Turnaround – an AI-powered solution designed to optimise aircraft ground handling operations – in the United Kingdom and Portugal in 2024. A system records key events – such as

the aircraft's arrival at the stand, connection to the air bridge and boarding – and monitors use of the APU to make sure it is off when the aircraft is stationary. The goal is twofold: to improve flight punctuality and reduce CO₂ emissions.

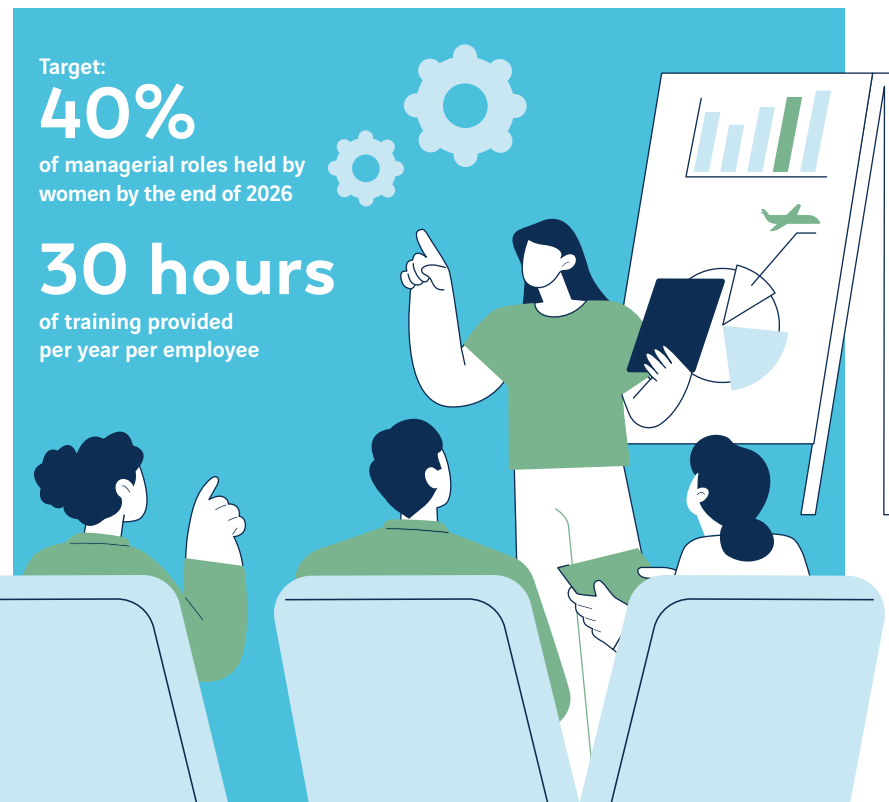
RESPONSIBLE AND INCLUSIVE TALENT MANAGEMENT

With more than 18,000 employees worldwide, VINCI Airports strives to offer all talent fulfilling careers and training as well as mobility opportunities within its international network, embracing an inclusive and diversity-conscious approach. As a responsible operator, VINCI Airports sees workplace gender equality as a major priority and a cornerstone of social and economic cohesion. All over the world, VINCI Airports endeavours to increase the proportion of women in mobility-related jobs, encouraging girls to pursue careers in the airport industry and helping its high-potential female employees access positions of responsibility.



In order to mark International Women's Day, VINCI Concessions wanted to highlight the essential contribution of women in the mobility sector through an interactive, immersive and unique experience designed in collaboration with the start-up Ask Mona. Several female employees at VINCI Airports contributed to the "Women on the Move" international campaign, which shone a spotlight on female role models to encourage more women to join the mobility sector.

Women on the Move, inspiring women and role models



London Gatwick, a champion of accessibility and inclusion

In 2024, London Gatwick became the first UK airport to receive Airports Council International's Level 1 Accessibility Enhancement Accreditation. What's more, the airport made it onto the 2024/25 Inclusive Top 50 UK Employers List. In 2024, the airport partnered with RightTrack Learning to launch a training programme covering unconscious bias, how to manage complex situations and useful tools for discussing these issues, which was completed by 93% of its managers.



AIRPORT CONCESSIONS

	Stake held	2024 traffic (in thousands of passengers)	End of contract
France			
Lyon-Saint Exupéry and Lyon-Bron	30.6%	10,482	2047
Nantes Atlantique	85%	7,009	(1)
Rennes Bretagne (2)	49%	511	2024
Grenoble Alpes Isère (2)	100%	247	2026
Chambéry Savoie Mont-Blanc (2)	100%	178	2029
Toulon Hyères	100%	292	2040
Clermont-Ferrand Auvergne (2)	100%	229	2030
Annecy Haute-Savoie Mont-Blanc	100%	4	2036

Brazil			
Salvador Bahia	100%	7,596	2047
Manaus	100%	2,947	2051
Porto Velho	100%	497	2051
Boa Vista	100%	457	2051

Cambodia			
Phnom Penh	70%	4,746	2040
Sihanoukville	70%	93	2040

Cabo Verde			
Praia	100%	669	2063
Sal	100%	1,334	2063
São Vicente	100%	300	2063
Boa Vista	100%	617	2063

Chile			
Santiago de Chile	40%	26,254	2035

Costa Rica			
Guanacaste	45%	1,910	2030

United States			
Hollywood Burbank, California (3), Atlantic City International, New Jersey (3), Macon Downtown, Georgia (2)(3), Middle Georgia, Georgia (2)(3)	N/A	7,500	N/A

Hungary			
Budapest	20%	17,526	2080

Japan			
Kansai International	40%	30,632	2060
Osaka Itami	40%	15,158	2060
Kobe	40%	3,575	2060

	Stake held	2024 traffic (in thousands of passengers)	End of contract
Mexico (OMA)			
Monterrey	29.99%	13,636	2048
Culiacán	29.99%	2,274	2048
Ciudad Juárez	29.99%	2,139	2048
Chihuahua	29.99%	1,847	2048
Mazatlán	29.99%	1,875	2048
Acapulco	29.99%	599	2048
Torreón	29.99%	816	2048
San Luis Potosí	29.99%	731	2048
Zihuatanejo	29.99%	668	2048
Reynosa	29.99%	529	2048
Tampico	29.99%	561	2048
Durango	29.99%	528	2048
Zacatecas	29.99%	373	2048

Portugal			
Lisbon	100%	35,093	2062
Porto	100%	15,930	2062
Faro	100%	9,830	2062
Madeira (Funchal, Porto Santo)	100%	5,055	2062
The Azores (Flores, Horta, Santa Maria, Ponta Delgada)	100%	3,285	2062

Dominican Republic			
Santo Domingo (Las Américas)	100%	5,810	2060
Puerto Plata	100%	880	2060
Samaná	100%	103	2060
La Isabela	100%	52	2060

United Kingdom			
London Gatwick	50.01%	43,288	Freehold ownership
Edinburgh	50.01%	15,790	Freehold ownership
Belfast International	100%	6,757	2993

Serbia			
Belgrade	100%	8,364	2045

(1) The concession contract was terminated on 24 October 2019 for reasons of public interest; this termination will take effect no later than the date of signing of the new concession contract.

(2) Service, management or public service contracts.

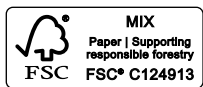
(3) Service contract.

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