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VINCI GROUP STRENGTH
OUR KNOW-HOW
KEY FIGURES
THE VINCI AIRPORTS OFFER
SUSTAINABLE DEVELOPMENT
VINCI Airports, a VINCI Group subsidiary, can rely on the **financial strength, economic assurance and investment capacities** of a large group.
THE VINCI GROUP | SOLID BASES

185,000 EMPLOYEES

2,500 BUSINESS UNITS

€38.7 bn REVENUE

100 COUNTRIES

€2.4 bn NET INCOME
VINCI puts its performance as a private group at the service of urban and regional development.
THE VINCI GROUP
A LONG-TERM VISION

Our Business activities focus on both the short and long term.

We are a multi-local and multi-cultural group.

Our goal is all-round performance.
THE VINCI GROUP
AN INTEGRATED CONCESSIONS-CONSTRUCTION MODEL

CONCESSIONS
- AIRPORTS
- STADIUMS
- RAILWAYS

CONTRACTING
- CONSTRUCTION
- TRANSPORT INFRASTRUCTURE
- ENERGY

DESIGN, BUILD, FINANCE AND OPERATE TRANSPORT INFRASTRUCTURE AND PUBLIC FACILITIES OPERATIONS IN 20 COUNTRIES
## 2014 REVENUE & WORKFORCE

<table>
<thead>
<tr>
<th>Division</th>
<th>Revenue</th>
<th>Workforce</th>
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<tbody>
<tr>
<td><strong>VINCI</strong></td>
<td>€38,703m</td>
<td>185,393</td>
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<td>VINCI Autoroutes</td>
<td>€4,755m</td>
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<td>VINCI Airports</td>
<td>€717m</td>
<td>5,096</td>
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<td>Other concessions</td>
<td>€351m</td>
<td>530</td>
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<td><strong>CONCESSIONS</strong></td>
<td>€5,823m</td>
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<td>VINCI Energies</td>
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<td>Eurovia</td>
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<td><strong>CONTRACTING</strong></td>
<td>€32,916m</td>
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<td>VINCI Construction</td>
<td>€15,419m</td>
<td>68,1850</td>
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</table>
Teams specialized in development project management and operations

VINCI CONCESSIONS

Operations in

20 COUNTRIES

12,854 EMPLOYEES

5.82 BILLION €

1.78 BILLION €

2014 revenue

2014 net income

5 BUSINESS ACTIVITIES

Airports, highways, stadiums, parking and railways
Thanks to its expertise as global coordinator of projects, VINCI Airports develops, finances, builds and operates airports on 3 continents.
OUR BUSINESS
THE FUNDAMENTALS

DEVELOPMENT
Building traffic

OPERATION

LONG-TERM RELATIONS WITH REGIONS

DESIGN AND PROGRAMME MANAGEMENT
VINCI AIRPORTS
KEY FIGURES

VINCI Airports has risen in recent years among the major players in the airport sector.
KEY FIGURES
VINCI Airports

- 25 airports
- 4 countries: France, Cambodia, Portugal, and Chile
- Annual turnover: 717 million euros
- Traffic increase in 2014: +9.1%
- +450 destinations
- 5,249 employees
- +47 million of passengers
KEY FIGURES
25 AIRPORTS ON 3 CONTINENTS

AIRPORTS
Lisbon
Santiago
Porto
Faro
Nantes Atlantique
Siem Reap
Funchal
Phnom Penh
Ponta Delgada
Toulon
Rennes Bretagne
Clermont-Ferrand Auvergne
Grenoble Isère
Chambéry Savoie
Horta
Dinard Bretagne
Poitiers Biard
Quimper Cornouaille
Porto Santo
Santa Maria
Flores
Sihanoukville
Beja
Saint-Nazaire Montoir
Pays d'Arcenis
Revenue increased X5.5 following the acquisition of Portuguese airports.
KEY FIGURES
2014 TRAFFIC

11 airports in France

- Nantes: 4 100 000
- Toulon: 550 000
- Rennes: 500 000
- Clermont: 415 000
- Grenoble: 322 000
- Chambéry: 226 000
- Dinard: 114 000
- Poitiers: 111 000
- Quimper: 101 000
- St-Nazaire: 22 600
- Ancenis: *

10 airports in Portugal

- Lisbonne: 18 200 000
- Porto: 6 900 000
- Faro: 6 000 000
- 2 in Madeira: 2 500 000
- 4 in Azores: 1 200 000
- Beja: *

3 airports in Cambodia

- Siem Reap: 2 900 000
- Phnom Penh: 2 600 000
- Sihanoukville: 37 000

1 airport in Chile

- Santiago: 15 000 000
Some 107 scheduled airline companies serve VINCI Airports platforms in France, Cambodia, and Portugal.
OUR 25TH AIRPORT: SANTIAGO DE CHILE

Arturo Merino Benítez International Airport

- 6th airport in South America
- 16 million pax in 2014 (60% of total traffic in Chile)
- Under capacity situation
- 30 minutes from the center of Santiago
- Good airline base (LATAM, Sky Airline)
- 7.7 million people living at less than 1h30 from the airport

- Bogota – 22.8m pax
- Maiquetia – 12.0m pax
- Brasilia – 16.5m pax
- Rio de Janeiro – 17.1m pax
- Sao Paulo – 36.0m pax
- Sao Paulo – 17.0m pax
- Lima – 14.9m pax
- Santiago – 16m pax
- Buenos Aires – 8.5m pax
February 4, 2015: Selection by the Chilean government
April 21, 2015: Decree published
May 5, 2015: Creation of Nuevo Pudahuel
October 1, 2015: Resumption of operations

20 year concession
Target to 5 years: Double the capacity
From 15 million to 30 million passengers
Larger building to be constructed by the Group: 940 MUSD
VINCI Airports offers a full range of services and affirms its position as concession company, operator and programme manager.
VINCI AIRPORTS
DESIGN AND PROGRAMME MANAGEMENT

VINCI Airports has developed a design & programme management model that enables it to combine the best internal and external expertise to build airport infrastructure responding to the expectations of future users in strict compliance with time and cost constraints.
VINCI AIRPORTS
OFFERING DESIGN AND PROGRAMME MANAGEMENT

Provide the **best possible solutions** when crafting investment projects.

Find the **perfect equilibrium** between operational needs and its clients’ economic constraints.

Propose complete services, including programme management, design, construction and commissioning of your airport projects.
Economic development of a region calls for recognition of the environmental, social and societal impact associated with public service delegation of airports.

VINCI Airports acts on a long-term investment timeframe.
To better prepare the implantation of an airline company in one of its airports, VINCI Airports carries out various market studies.

- Strategic positioning studies
- Airport market studies
- Studies concerning the economic potential of airports

⇒ to determine the most relevant new routes to be opened,
⇒ to allow airline companies to take stock of the market, as a function of traffic forecasts and the opportunities available for their company.
The business activities of airports represent a strategic source of income diversification. VINCI Airports aims to optimize non-aeronautical revenues to increase value creation in increasing the income accruing to the passenger. "The extra aero" represents nearly 45% of airport revenues. This percentage is increasing. Between 2007 and 2011, of the 10 world's biggest airports, traffic increased by 1% on average while non-aeronautical revenues increased by 5%.
OPERATION DEVELOPMENT

CAPITALISES ON ITS INVESTMENT CAPACITY, ITS INTERNATIONAL NETWORK AND ITS KNOW-HOW TO OPTIMISE AIRPORT MANAGEMENT, WHETHER THIS BE EXISTING PLATFORMS, EXTENSION PROJECTS OR COMPLETE CONSTRUCTION