

REGIONAL GREEN AIRPORTS SEMINAR

Hosted by the Ministry of Transport of the Republic of
Uzbekistan

VINCI Airports – SAF Strategy





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AGENDA

01 VINCI at a glance

02 SAF & eSAF production pathways

03 Regulatory framework

04 VINCI Airports' SAF strategy

01
VINCI at a
glance



VINCI, a global player in Concessions, Energy and Construction

294 000
employees

€74,6 bn
revenue

+ 4 200
business units

386 000
worksites



Concessions

VINCI Concessions

VINCI
Autoroutes

VINCI
Airports

VINCI
Highways

VINCI
Railways

Other
concessions

Energy Solutions

COBRA
IS

VINCI
Energies

Construction

VINCI
Construction

VINCI
Immobilier



VINCI Concessions: a world leader



Airports



334 M

passengers
in 2025

+70

airports
in 14 countries

1st private operator
in the world



Highways



25

Concessions contracts

3 750 km

in 14 countries

1st concessioner

in France, Germany, Greece,
Czech Rep & Slovakia



Rail



+170 M

passengers since 2017 for
LGV SEA

302 km

of high-speed rail

1st private operator
in France



Stadiums

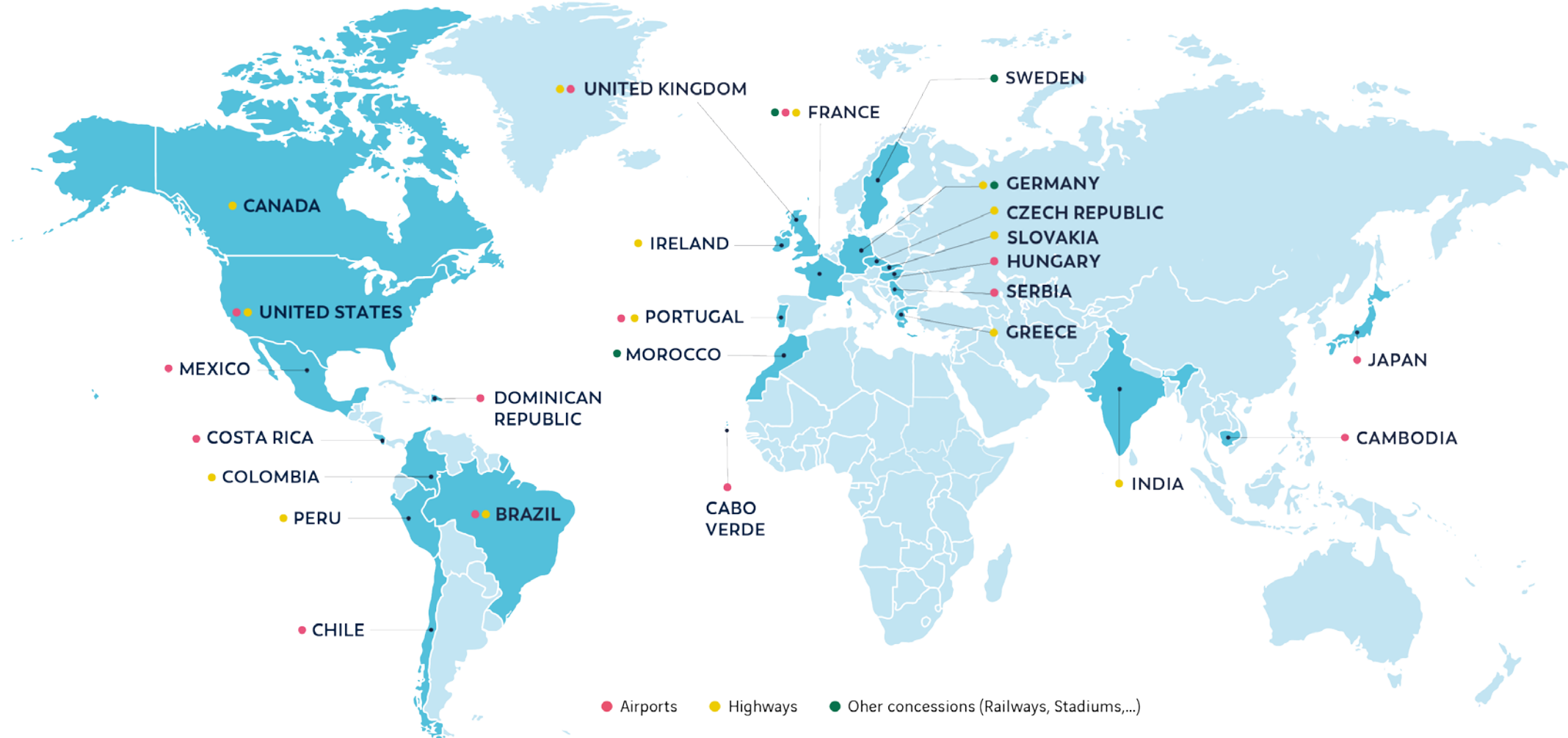


2 stadium

Marie-Marvingt, Le Mans
& Allianz Riviera, Nice

61 000 capacity

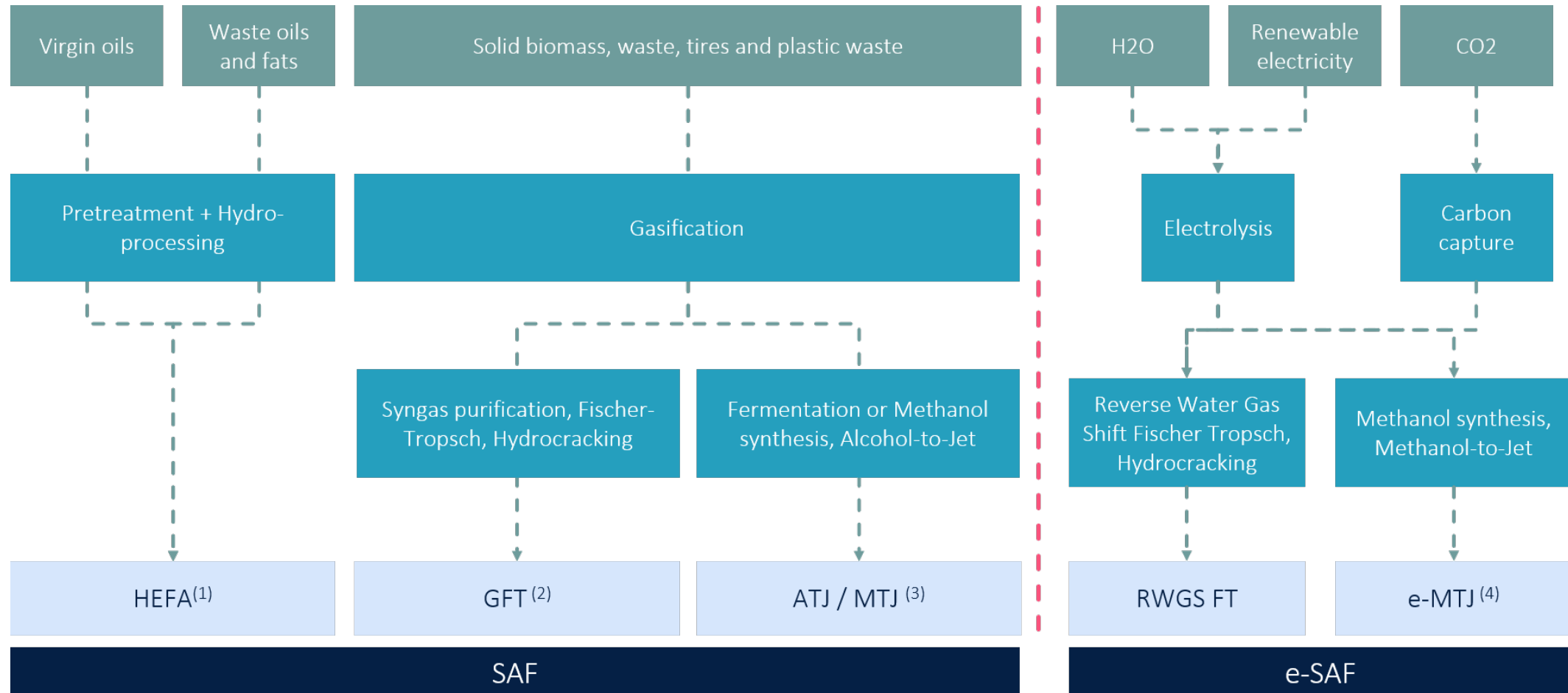
VINCI Concessions: a global presence



02
SAF & eSAF
production
pathways



Reminder – SAF production technology pathways

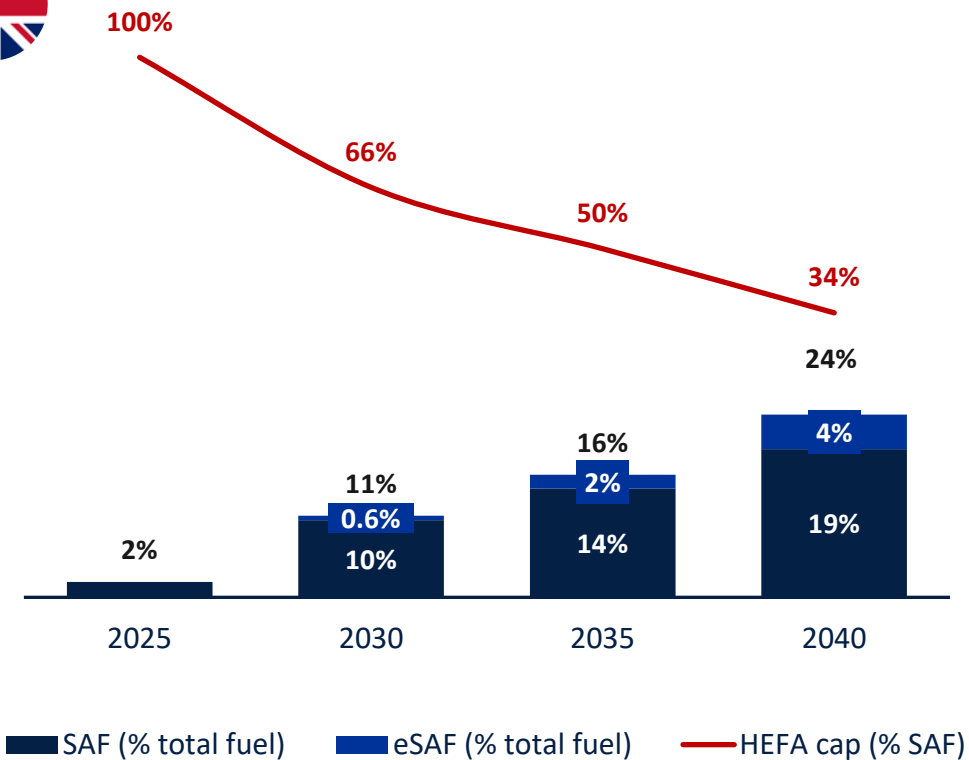
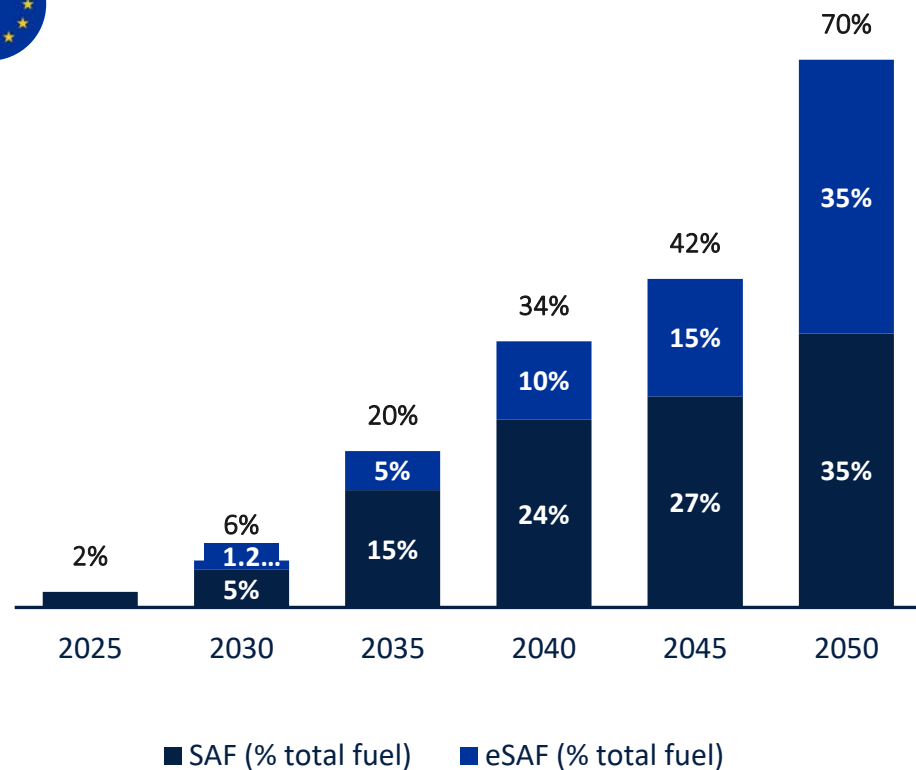


⁽¹⁾ Hydroprocessed Esters and Fatty Acids (HEFA) ⁽²⁾ Gasification to Fischer-Tropsch ⁽³⁾ Alcohol-to-Jet / Methanol-to-Jet ⁽⁴⁾ e-Methanol-to-Jet

03 Regulatory framework



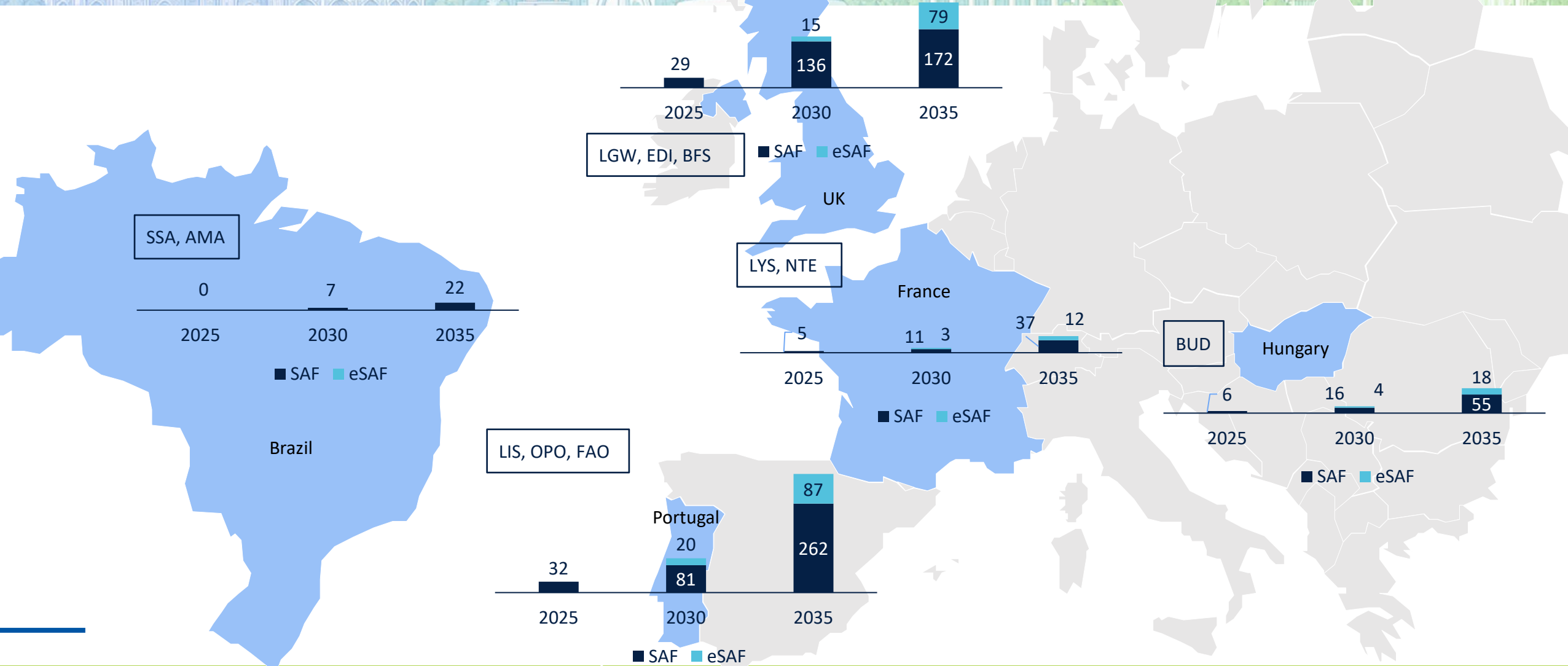
SAF mandates for EU / UK concerns 43% of VA flights



High financial impact on airlines

Oil and aircraft fuels account for 29% of airlines' operating costs

Mandates drive steep increase of SAF needs



04
VINCI
Airports' SAF
strategy



SAF strategy at VINCI Airports

VINCI Airports pioneered the matter; the group started supplying SAF on its network in 2021, and by introducing an Eco Modulation fee known as a “Landing Fee discount”.

Short term

Collaboration as a Hub:

- Development of Centralized & De-centralized Solutions
- Open discussion with Developers, airlines, traders, and EPC contractors

We **build partnerships with the VINCI Group’s** business units (construction, energy, etc.).

Our **partnership strategy** is based on three pillars:

- Decarbonizing mobility infrastructure
- Investing in innovative projects through the “Clean H2 Infrastructure Fund”
- Equity investment

Mid-term

Clean H2 Infrastructure Fund:

Co-founded by VINCI Concessions, this fund enables us to participate in investments in projects that are pivotal and strategic for the hydrogen industry and mobility through the investment platform “Hy24”.



Long term

M&A development:

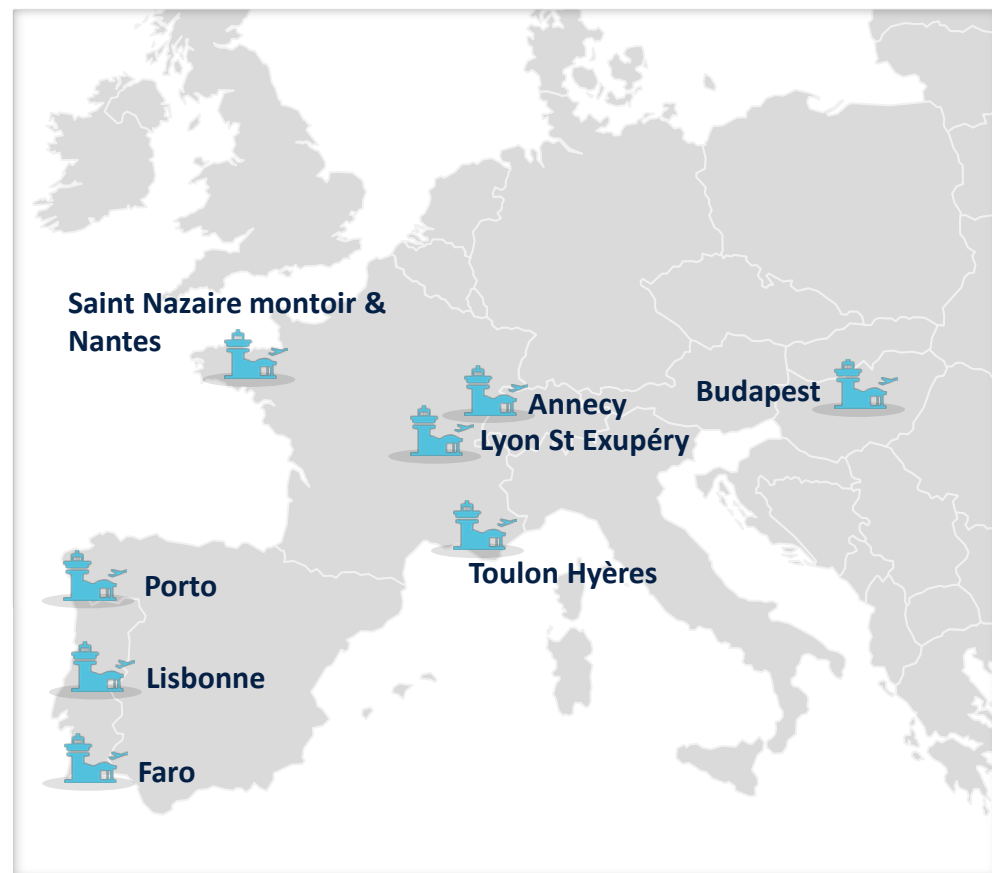
Equity stakes in **Low Carbon Fuels** projects



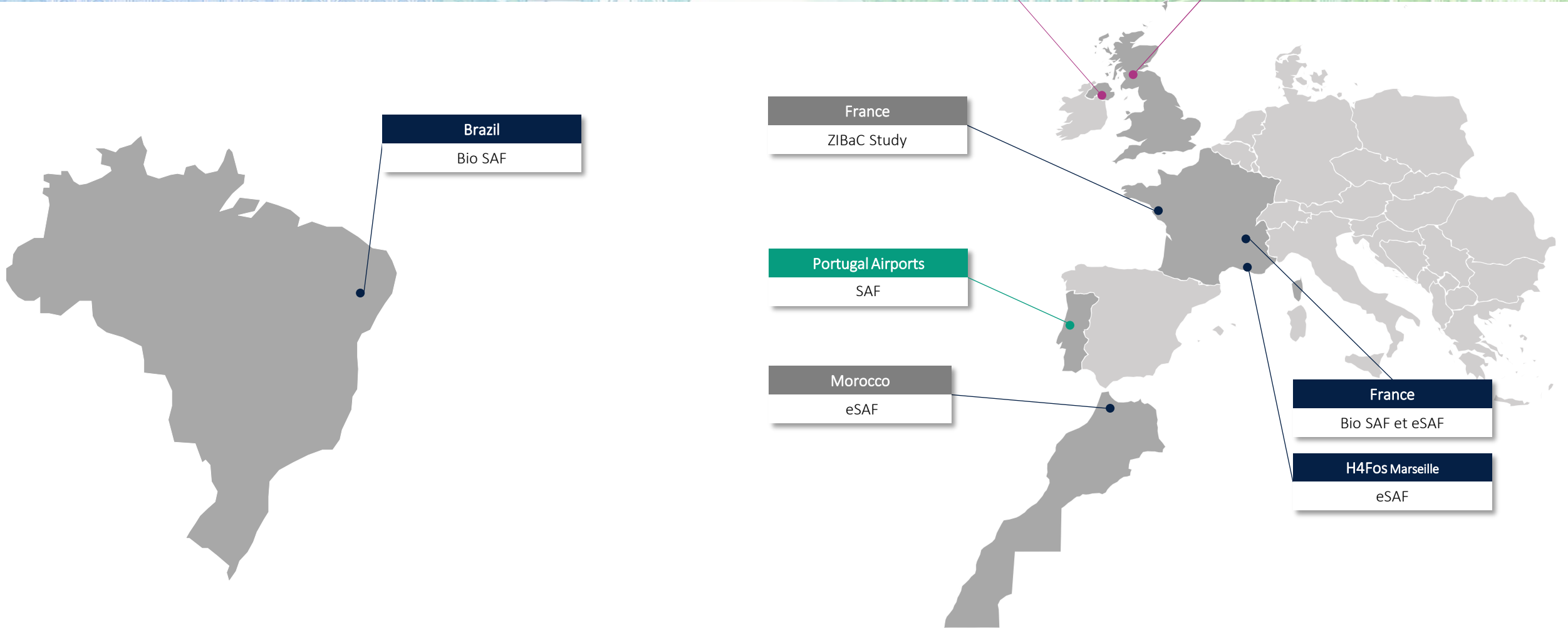
Example: H4 Fos Marseille, eFuels project, through the Hy24 Fund



Provision of SAF at VINCI



VINCI Airports' exploring SAF projects



VINCI - Pioneering in future energies

Zero-carbon future:

- Airlines & industries cannot transition to a zero-carbon future with a single “on/off” switch
- Building and operating a multifuel management system requires a complex infrastructure transition where different alternative fuels can be served
- Drop-in SAF is an immediate solution
- Liquid hydrogen will be available by ~2045
- Electrical/Hybrid solutions to be deployed > Mega scaling

VINCI Airports is testing the three alternative energies. Even though the timeline and fundamentals are different.

Airbus Beluga
refuelling SAF
at St. Nazaire
Airport



Pipistrel,
electric Aircraft.
Demonstration
& Tour. UK &
France, 2025

GOLIAT Project -
Ground Operations
of Liquid Hydrogen
Aircraft





Speaker

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Rahmat
Раҳмат

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Thank You

