



PRESS TRIP / 15 AND 16 MARCH 2016

INAUGURATION OF THE PHNOM PENH AND SIEM REAP AIRPORT EXPANSIONS IN CAMBODIA

Press kit

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VINCI's 20-year history in Cambodia

● **1995/1999: with the SCA – Société Concessionnaire des Aéroports – VINCI takes its first steps in airports.**

● **1990: Cambodia, recovering from 30 years of civil and regional war, sets about rebuilding and reconnecting with the outside world.**

The Royal Government of Cambodia issues a call for tender for an airport concession, which goes to a joint venture comprising VINCI (70%) and Malaysian-Cambodian company Muhibbah Masteron Cambodia (30%).

Following the signature of the agreement with the Cambodian authorities, the Société Concessionnaire des Aéroports (SCA) is set up and registered. The facilities are transferred on 4 October 1995. Phnom Penh International Airport is Asia's first airport to be managed under a comprehensive concession. This is also the first concession awarded by the Cambodian government. The public private partnership involves a long-term close working relationship between the Cambodian State as concession grantor and the concessionaire. Thanks to their standout dialogue, the contract can adapt to changes in the economy and the international business situation.

● **1997: Cambodia experiences a period of political turmoil.** The number of passengers in Phnom Penh declines by 60%.

● **1999/2010: Cambodia builds.** As the country moves along the path to peace, the purpose of the Phnom Penh airport shifts. It remains a showcase where visitors are welcomed at the VIP pavilion, but now also serves to spearhead

economic development focused on Cambodia's potential as a tourist destination and to open the country up to the outside world. Tourism is one of the sectors driving Cambodia's development and economic growth. Focusing on the sector in the wake of the 1997-1998 Asian financial crisis, the Government opens the Siem Reap airport to international traffic to bring visitors to the Angkor temples. Winning the contract to manage the airport in 2001, SCA embarks on a new venture. The open skies policy is an important factor in the economic integration of the ASEAN countries, as free movement of people and goods fosters trade. Following the decision to open Siem Reap to international air traffic, causing Phnom Penh to lose its status as Cambodia's only international airport, the Government revises the concession contract with SCA.

● **2004: the million passenger milestone is exceeded.** Starting in 2004, Cambodia returns to stability and security. Activity at the Phnom Penh airport, as at all the world's airports, is affected by global and regional economic and political contingencies, but it also benefits from globalisation. Between 2004 and 2008, tourism grows exponentially.

In 2004, the Phnom Penh airport exceeds one million passengers for the first time and continues to do so every year thereafter, setting a record in 2008 with 1.7 million passengers. The airport's facilities comply with international civil aviation rules. Its infrastructure, security and professional staff meet international standards. Most of its employees work within the framework of stringent processes certified every year under an ISO standard guaranteeing the quality of services rendered.

● **2006: start of the Sihanoukville airport concession.** In 2006, the Royal Government of Cambodia decides to award the Sihanoukville airport concession to SCA under a 35-year contract. The Sihanoukville airport's dual purpose is to serve both tourism and industry: because the city has the country's only deep-water port, the airport plays a key role in the Government's strategy designed to provide the country with a new development centre.

● **2008: The Phnom Penh airport reaches peak traffic, with 1.7 million passengers.**

● **November 2013: signature of the contracts to extend the Phnom Penh and Siem Reap airports.** Cambodia Airports, formerly SCA, sets the goal of increasing the capacity of these two airports to 5 million passengers per year each.

● **December 2013: start of construction work at Phnom Penh.**

● **April 2014: start of construction work at Siem Reap.**

● **October 2015: end of works at Siem Reap.**

● **February 2016: end of works at Phnom Penh.**

● **16 March 2016: official inauguration of the Phnom Penh and Siem Reap airport expansions.**

A CONCESSION RUNNING UNTIL 2040

In 1995, the concession awarded to SCA was extended until 2015. But following the political uncertainty in 1997 and the Asian financial crisis, a rider was added to the contract and the concession period was extended by 5 years to offset the deficits caused by a decline in traffic. The construction schedule was also revised. In 2001, the concession was broadened to cover the Siem Reap airport following the Government's decision to make it an international airport. In 2006, the Sihanoukville airport was also brought into the SCA concession and the contract period was changed.

VINCI Airports supports increasing airport traffic driven by economic growth and tourism

Cambodia is one of the world's most dynamic economies and its air traffic keeps pace with its growth. Traffic set new record in 2015, increasing nearly 13%. The role of VINCI Airports is to stimulate, support and anticipate this growth within the three airports it operates under concession for the State. To prepare for future traffic flows, VINCI Airports decided in 2011 to invest some \$100 million in doubling the capacity of the Phnom Penh and Siem Reap airports.



Exceptional traffic growth

1995/2015:
from 600,000 to 6.5 million passengers



Phnom Penh

3 million
passengers in 2015

2 million in 2012
600,000 in 1995



Siem Reap

3.3 million
passengers in 2015

2 million in 2012
200,000 in 2000



Sihanoukville

In 2011
start of scheduled flights

13% traffic growth across all Cambodian airports in 2015

+ 15,5% à Phnom Penh en 2015

+ 9,2% à Siem Reap en 2015

+ 118% à Sihanoukville

VINCI Airports initiated an investment programme amounting to more than **\$200 million**, to be completed in 2025.

PRESS KIT

New routes to emerging markets

To lend further impetus to traffic growth, VINCI Airports marketing teams are working to promote Cambodian destinations.

To boost traffic in Phnom Penh, Siem Reap (which serves Angkor) and the small airport at Sihanoukville, an emerging seaside resort, VINCI Airports continued its campaign to promote Cambodian destinations by organising “familiarization trips”, notably with Japan, as well as roadshows in emerging tourist markets such as India and the Philippines.

Two years after this strategy was introduced, Indian travellers were among in the top 15 nationalities entering Cambodia. Four new airlines introduced international routes from Cambodia, notably the low cost Hong Kong Express and Cathay Pacific, which operates a Boeing 747 on the Hong Kong – Singapore – Penang – Phnom Penh route. Services to Chinese cities has been broadened to include Tianjin, Xiamen and Chongqing. Sihanoukville, an emerging seaside resort with an airport, also more than doubled its traffic in 2015 and expanded internationally with the Sky Angkor Airlines route to China (Hangzhou) and Silk Air to Singapore.

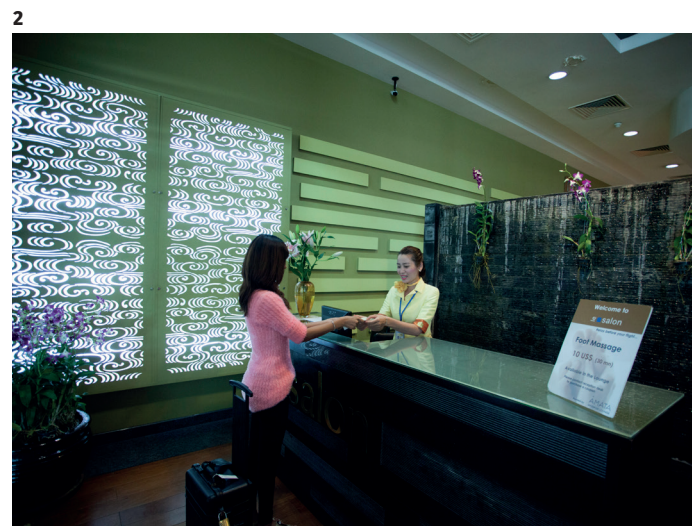
As the economy grows, the passenger profile at Cambodian airports is changing, especially at the Phnom Penh airport. Cambodians now account for 20% of overall traffic. Domestic travel grew 50% in 2015 and freight traffic, still dominated by textiles but with an increasing volume of technology product imports, increased by 13%.

Expanded service offering

To better serve its growing business clientele, the Phnom Penh airport opened a 1,400 square metre business lounge providing services similar to those available at large Asian airports such as Hong Kong and Kuala Lumpur. International chains are using the Phnom Penh airport as a steppingstone into the country. The airport welcomed Cambodia’s first Burger King outlet in 2014 and its first Starbucks coffee shop in 2015.

A technical feat

The airport remained open throughout the expansion work. This required constant coordination on the part of the works teams, the technical department and the contractor, as well as a highly responsive work organisation to ensure smooth airport operations. The teams also had to be trained in the new, faster baggage sorting and security systems.



1. Phnom Penh airport.
2. Business lounge at Phnom Penh.

Expansion works, moving airports into a new international airport category

The two contracts won by VINCI Construction Grands Projets in 2013 cover design-build passenger terminal expansion and renovation works in occupied premises.



Phnom Penh

31,000 m²

Total surface area (double that of 2013)

1,300

people on the worksite at peak production



Siem Reap

26,000 m²

Total surface area (double that of 2013)

894

people on the worksite at peak production



Value of the two contracts
Euros 75.7 million

Global capacity of the two airports following expansion works
2 x 5 million passengers

PRESS KIT

Purpose of the project

To enlarge and renovate two airports remaining in operation

Controlled access at the airport, a strategic site for the security of the country

In administrative terms, an airport is no ordinary worksite. Two very different zones lie adjacent to each other: the locally connected landside zone and the international airside zone, where the boarding gates and runways are located. Access to the airside zone is strictly regulated. A personal badge, signed by the ministry of the interior and issued only to those completing special training, is required to enter it.

→ Worksite teams organised their work to minimise operations in the airside zone. Construction methods were designed to meet the restrictions applying to the airport environment.

In Phnom Penh, for example, the teams designed climbing formwork using the landside zone posts at the edge of the international zone. Similarly, the project employed mobile cranes to avoid the use of tower cranes, which are often incompatible with airport operations.

Working in an occupied site: ensuring safety and ongoing operations

The Phnom Penh and Siem Reap airports continued to operate during the two years of construction work without a single accident.

→ Due to weather (wind, rain), worksite waste at the end of the runway required stringent management to ensure that no paper or plastic was blown into the aircraft engines.

→ Technical choices were made to ensure minimum disruption for airport employees and passengers. In Phnom Penh, driven piles (which cause vibrations and noise) was replaced by bored piles, an option that made it possible to install 149 bored piles instead of 1,200 driven piles without generating noise.



Climbing formwork at the foot of the runway in Phnom Penh.

PRESS KIT

Careful project phasing and handover as the work proceeded

The main challenge was to keep the two airports in operation during the expansion and renovation work, which affected the sites as a whole. The project was therefore divided into separate phases.

At the start of each phase, new procedures and systems – evacuation plans, security access, signage, emergency exits, fire detectors, etc. – were introduced. Prior to handover of each area open to the public, a stringent smoke extraction test was carried out. VINCI Construction Grands Projets performed not one but many handover procedures throughout the project.

→ The worksite was organised accordingly and the position of Construction Handover Coordinator was created to serve as the dedicated interface between the works teams and the airport teams and to ensure quality control at each handover.

Safety, the main priority

Safety of all project stakeholders was the overriding priority on the worksite. Safety was introduced in the design stage with the Safety in Design procedure, which is used to optimise health and safety during design and worksite preparation and to ensure optimum safety during the construction, operation and maintenance phases. The “Managing Safety” programme designed for senior executives builds a strong safety and responsibility culture at top management level.

1



1. Bored pile construction at the foot of the runways in Phnom Penh.

2



2. In Siem Reap, the handover of the new boarding area enabled the teams to begin renovating the spaces in the old terminal.

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State-of-the-art Building Information Modelling (BIM)

BIM, a smart data modelling process

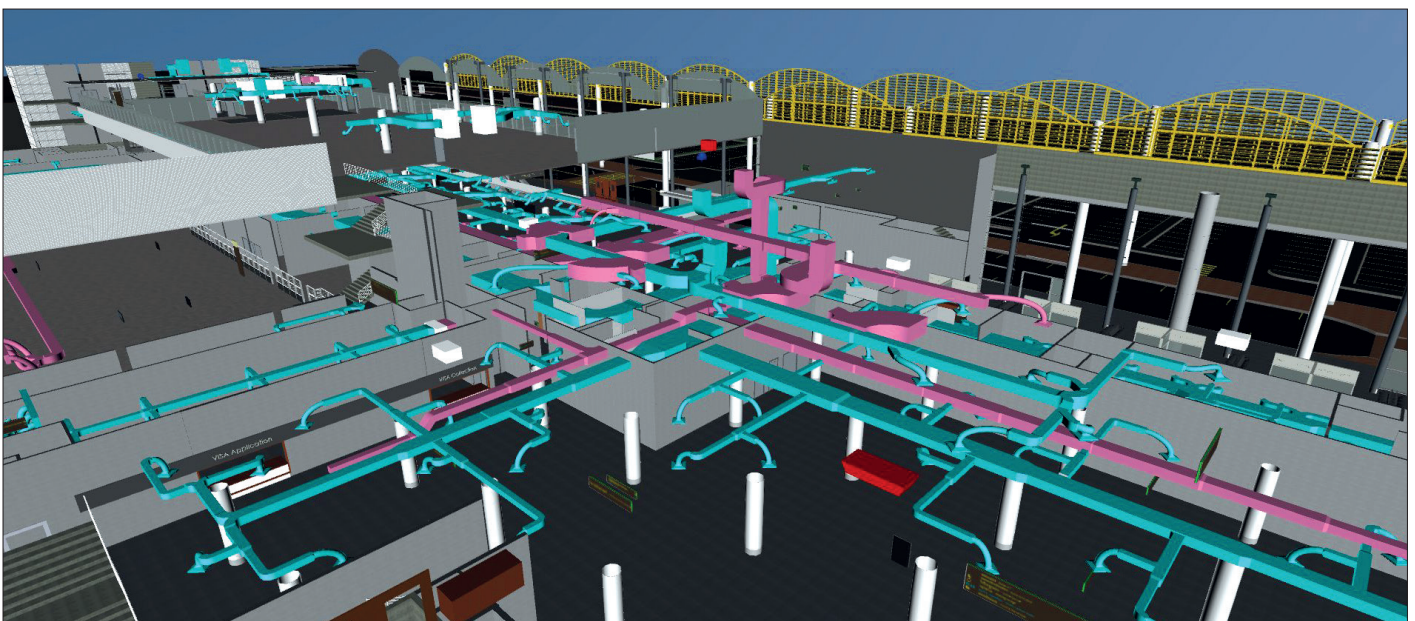
BIM – Building Information Modelling – provides all project participants with a single source of information throughout the project life cycle. The system is based on a 3D digital model and a database operating in a collaborative environment. With BIM, everyone involved is able to easily understand the project and therefore share a common vision.

BIM displays the structure (3D modelling) and enables users to rapidly perform a range of simulations – heating, cooling, lighting, energy consumption, construction phasing and the like – to facilitate and accelerate project development and validation by the various parties involved.

Virtual simulation also makes it possible to rapidly and economically investigate a variety of alternative solutions and thus to define optimised solutions.

BIM serving an ambitious project

BIM was particularly useful in phasing the work in occupied premises. The 4D (3D + time) simulation gave all project stakeholders a clear understanding of how the work and handovers were sequenced in the various parts of the terminal. This boosted safety, saved time, and smoothed interfaces for the worksite teams.



3D model of the Phnom Penh airport expansion.

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Architecture showcasing the local heritage

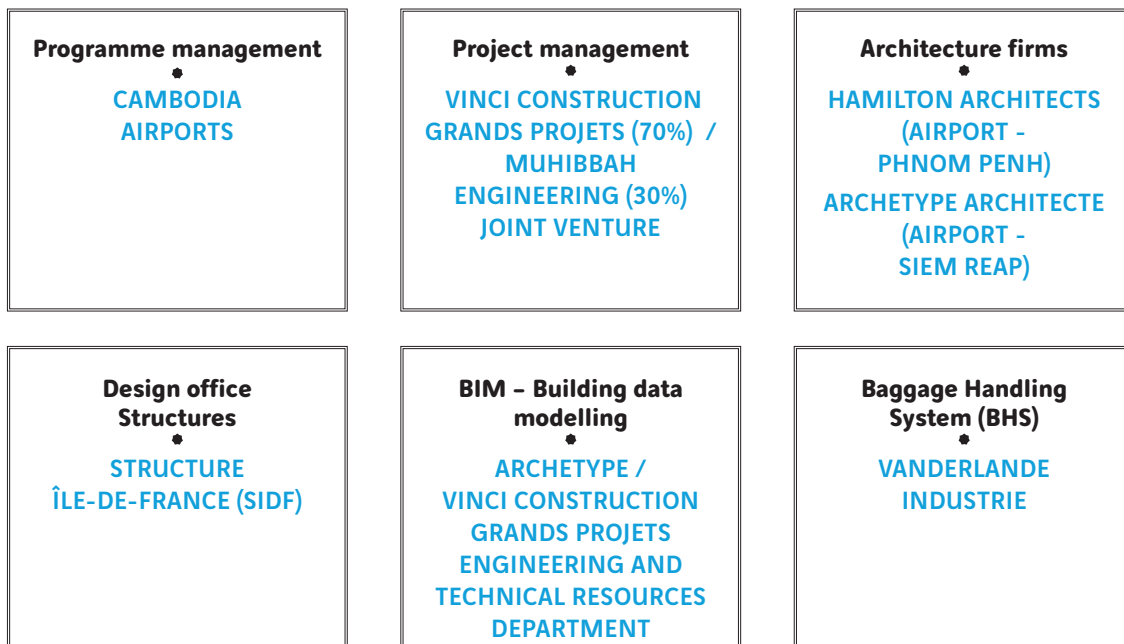
The architecture of the Phnom Penh airport is a fairly classical example of modern capital city design, but the Siem Reap airport, near the Angkor temples, takes inspiration from Cambodian tradition, with a lofty metal structure. The airport’s decorative elements were made by artists from Artisans d’Angkor (see page 18), a social enterprise managed by VINCI Airports in partnership with the State that was set up to perpetuate and foster the development of traditional Khmer crafts. The organisation currently employs 1,200 people, including 800 craftspeople, across 48 production sites.

Passengers are welcomed by works of art such as this face inspired by the Bayon (photos 3 and 5), the celebrated temple of the old city of Angkor Thom. It is made of 37 pieces of lacquered glued laminated wood over a steel structure and weighs about 10 tonnes.



1. Exterior view of the Siem Reap airport.
2. Interior view of the Siem Reap airport with its high-ceilinged metal structure
3. Face inspired by the Bayon under construction in the new Siem Reap terminal.
4. The first passengers to use the new terminal discover this work of art in June 2015.

Project participants



VINCI Construction Grands Projets in Cambodia

Projects handed over

- October 1995 - July 1996:** Calmette hospital expansion in Phnom Penh, turnkey construction of four operating theatres (client: Hôpital Calmette).
- May 1998 - December 2002:** Pochentong Airport in Phnom Penh, design and reinforcement of runways, navigational aid systems, new fire station building, terminal construction (client: Société Concessionnaire de l'aéroport de Pochentong).
- November 2004 - June 2006:** Siem Reap airport, project management for the construction of the new international terminal (client: Cambodia Airports).

Projects under way

- Since September 2009:** wastewater treatment plants at the Phnom Penh and Siem Reap airports. These two activated sludge plants with a throughput of 140 m³/hour also comprise a sludge centrifuging system and an odour abatement unit. Handover scheduled in 2016 (client: Cambodia Airports).
- Since August 2014:** Niroth wastewater treatment plant, Phase 2, Phnom Penh. Design, construction, equipment and commissioning of the second phase of the Niroth drinking water treatment plant. The project will double the capacity of the existing plant to 230,000 m³/day and thus improve the water supply in the Cambodian capital. Handover scheduled in February 2017 (client: Phnom Penh Water Supply Authority).

Construction-concession synergy for a winning range of airport solutions and services

VINCI Airports builds on VINCI Construction Grands Projets' widely respected expertise in the design and construction of exceptional structures. The Cooperate network, VINCI's in-house information exchange system, brings together the expertise of the concession companies and that of the design-build companies.

As a result, the builders are able to take the needs of the operating companies on board during the design phase and hand over structures geared to future users, while the concession companies gain familiarity with the technical and scheduling issues and can take them into account when planning later expansions and renovations.

The VINCI Airports / VINCI Construction Grands Projets synergy at work



1

In Tajikistan

During design and construction of the new international terminal in Dushanbe, which has a capacity of 1.5 million passengers per year and was handed over on 4 September 2014, VINCI Airports served as a consultant on specific airport-related works packages such as the baggage handling system and trained the client's teams.



2

In Chile

VINCI Construction Grands Projets and its partner Astaldi were assigned by the Nuevo Pudahuel joint venture (Aéroports de Paris – VINCI Airports) to extend the Santiago airport. **This is currently the VINCI Group's largest building export project.** It covers construction of a new 217,000 m² terminal and refurbishment of a part of the existing terminal to serve 30 million passengers per year in the 2020 timeframe.

1. Dushanbe International Airport in Tajikistan.

2. Artist's rendition of the future airport in Santiago de Chile.

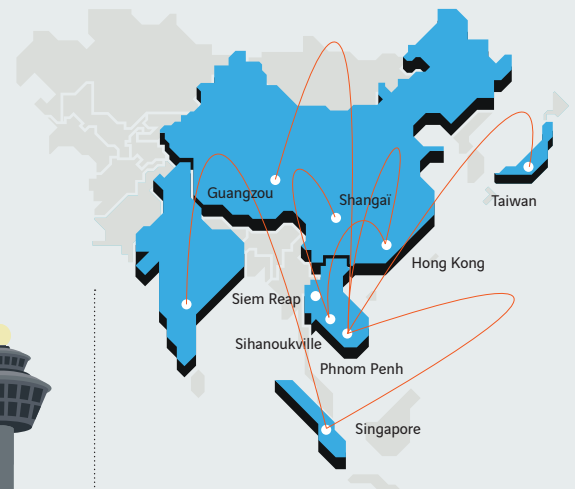
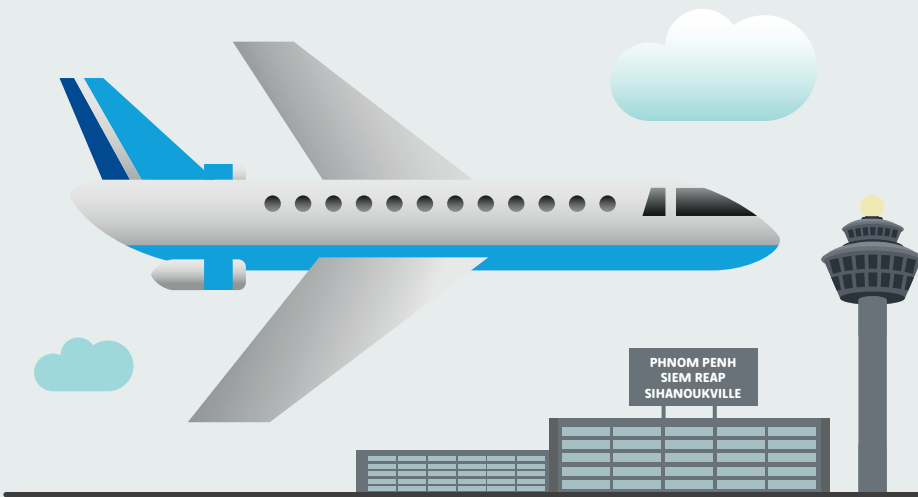
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VINCI's positive impact on the region

Cambodia Airports plays a key role in Cambodia's social and economic development. Taking account of purchases, wages and taxes in addition to the transport infrastructure it provides, the company's impact reaches far beyond the jobs and GDP generated by the direct activities of its airports.

Economic impact in Asia and in Cambodia

Study carried out by UTOPIES in 2015



\$117 M GDP
4,500 jobs

DIRECT IMPACT

The impact of the value added generated by Cambodia Airports' operations and on-site activities. The overall amount of money flowing into the economy (value added, wages, taxes, operational expenditure, on-site activities and Cambodia Airports' expansion investments) adds up to \$250 million.

\$48 M GDP
30,000 jobs

INDIRECT IMPACT

Impact of Cambodia Airports purchases across the entire supply chain.

\$69 M GDP
42,500 jobs

INDUCED IMPACT

Impact of household consumption and public administration spending supported by the wages and taxes paid by Cambodia Airports and its supply chain.

OVERALL IMPACT IN CAMBODIA

\$2,7 billion GDP
17%

of overall GDP in Cambodia in 2014

1.7 million jobs
20%

of the total labour force in Cambodia in 2014

SECTORS INVOLVED IN THE BUSINESS ACTIVITIES OF CAMBODIA AIRPORTS



19%
Hotels and restaurants



16%
Business services



8%
Retail trade



7%
Transport



7%
Textiles and garments



7%
Wholesale trade



7%
Education, health and other public services



28%
Other

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Corporate social responsibility

Through its two subsidiaries, VINCI is positioned as a company committed to corporate social responsibility in Cambodia. For the airport expansion projects in Phnom Penh and Siem Reap, VINCI Construction Grands Projets recruited workers locally, including people unused to construction work. To ensure safety, quality and schedule compliance, it set up a mobile worksite school, Skill Up, to transmit best practices and an understanding of the techniques used.

4 sessions

held in June and September 2014 to train workers.

100 trainees

in scaffolding and sling work.

915 hours

of training held.

Beyond the worksite “Pour un Sourire d’Enfant”

The worksite teams forged ties with the French-Cambodian NGO “Pour un Sourire d’Enfant” (PSE – for a child’s smile), which works to enrol street children in Cambodia’s large cities in school. PSE offers not only primary and secondary education but also vocational training in the tourism, home help, office assistant, IT and building sectors.

The worksite welcomed 11 PSE students and teachers as trainees to train them in scaffolding installation. In addition, a young adult from PSE is undergoing health and safety training on the Phnom Penh airport wastewater treatment plant project. The worksite is training him as an occupational First Aid worker and will support him until he receives his diploma.

The project teams also put together a broader worksite health and safety awareness programme that was attended by no fewer than 71 PSE trainees.



➤ Find out more: www.pse.org

1



1. Slings formation in June 2014.

2



2. Worksite security awareness session to PSE trainees.

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As a strong and effective partner of the Government of Cambodia, VINCI Airports has embarked on a comprehensive sustainable development programme based on mentoring and awareness-raising programmes for the population focused on education, culture and heritage protection.

Benefits for all employees

Through its subsidiary Cambodia Airports, VINCI Airports introduced health-care coverage for employees and their families. About 3,500 people, three times the total number of employees, are enrolled. In 2015, the VINCI Group's employee shareholding plan, Castor International, was rolled out in Cambodia to meet strong demand on the part of employees, many of whom subscribed to it. Since this type of system did not previously exist in Cambodia, VINCI Airports held a dialogue with the administration to carry out the project.

Supporting the local population: the example of Artisans d'Angkor

In Cambodia, VINCI Airports is a longstanding partner of Artisans d'Angkor. The company was set up to perpetuate and foster the development of traditional Khmer crafts. Artisans d'Angkor provides employment opportunities for underprivileged populations in the Siem Reap region and offers each employee a contractual salary and a full benefits package. With craftspeople in some 20 villages working in silk, stone and wood sculpture, lacquer, marble and precious metals, Artisans d'Angkor employs 1,300 people and provides a livelihood for about 5,000 families. Each employee receives a contractual wage and full benefits. The company has 42 shops, including those at the Siem Reap and Phnom Penh airports. These shops cater to some 400,000 visitors every year, primarily foreign tourists.

An ambitious archaeological programme

Based on a previous partnership formed in 2004, VINCI Airports signed a five-year agreement in 2011 to support a major archaeological excavation programme at the site of Siem Reap airport near the Angkor temples.

These excavations, carried out by INRAP and the *Autorité pour la Protection du Site et de l'Aménagement de la Région d'Angkor* (APSARA – Angkor region protection and development authority), serve the dual purpose of promoting skills transfer between French archaeologists and their Cambodian counterparts by setting up a rescue archaeology course for archaeology students at the University of Phnom Penh, and shedding new light on Cambodian history. The choice of Siem Reap, the cradle of the Khmer civilisation, lends the VINCI Airports project an emblematic aura. The excavations are expected to provide archaeologists with information on the habitat and way of life of Cambodians in the 10th and 11th centuries.

These excavations also serve two major goals:

- preserving the Cambodian heritage and culture by bringing new scientific knowledge about the Angkor temples to light;
- setting the stage for a well-thought out expansion of the airport infrastructure to keep pace with strong traffic growth.

The inclusion of rescue archaeological excavations in VINCI Airports projects puts into practice the company's commitment to heritage preservation, stewardship, knowledge transmission and intergenerational solidarity.





Artisans d'Angkor
employs:

1,220
people, of which

800
craftspeople, working at

48
production sites.



» Find out more about Artisans d'Angkor: www.artisansdangkor.com

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Protecting the environment

The work to extend the Cambodian airports was carried out to the highest international environmental standards. A water management study resulted in the implementation of state-of-the-art treatment systems. A set of reservoirs with a total capacity of 400,000 m³ will be used to manage the substantial runoff during the rainy season and water the land adjacent to the runways during the dry season.



VINCI Airports

Building on its expertise in concessions and its experience in working on the two airports in Cambodia, VINCI took a decision at the end of the 2000s to step up its expansion and set up a benchmark airport concession company. With the acquisition of the ANA airports in Portugal in 2013, following the development of some 10 public service contracts in France, the Group took a decisive step forward.

In 2015, VINCI lent further impetus to its airport activity by entering into a partnership with Japan's Orix Group to operate the two Kansai regional airports in Osaka, which served 38 million passengers in 2015, equal to the traffic at all the Portuguese airports combined. This success in Japan is emblematic of the VINCI teams' ability to work within the cultural codes of the countries in which the Group has undertaken to expand.

VINCI Airports also won the contract for the international airport in Chile, South America's sixth-largest airport, where the Group has undertaken to invest about \$900 million to expand airport capacity from 16 to 30 million passengers.

The synergies that VINCI Airports has developed with VINCI Construction were the decisive factor in the contract award. Similarly, the integrated range of services offered by VINCI Airports in conjunction with Eurovia was instrumental in the award of the concession contract for the Toulon-Hyères airport in one of France's main tourist regions. Lastly, VINCI Airports is set to acquire the Dominican Aerodom company, which will be operating six airports in the Dominican Republic until 2030.

VINCI Airports now operates 33 airports, two-thirds of them outside France, with combined traffic of more than 100 million passengers a year, and ranks in fifth place among airport operators worldwide. For the VINCI Group, the rapidly expanding airport sector is a major strategic focus.



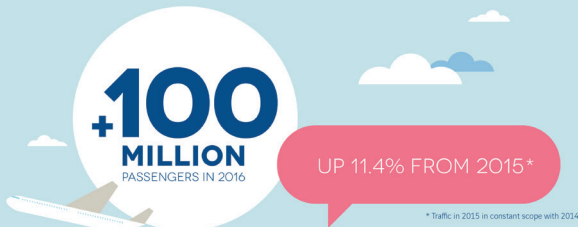
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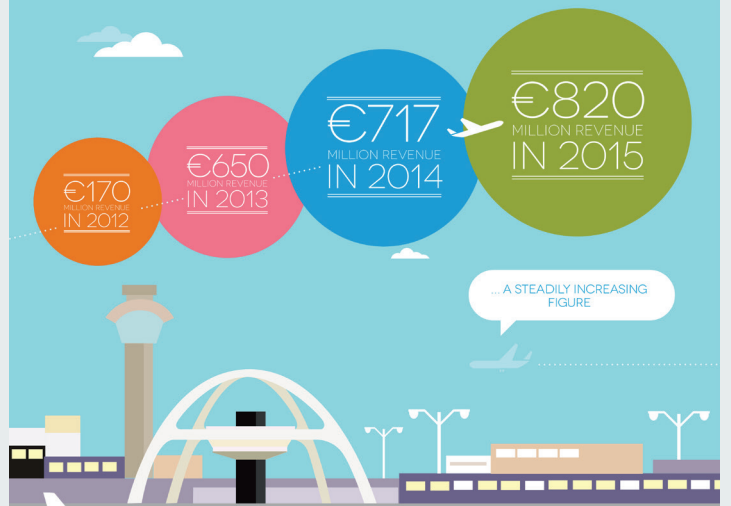
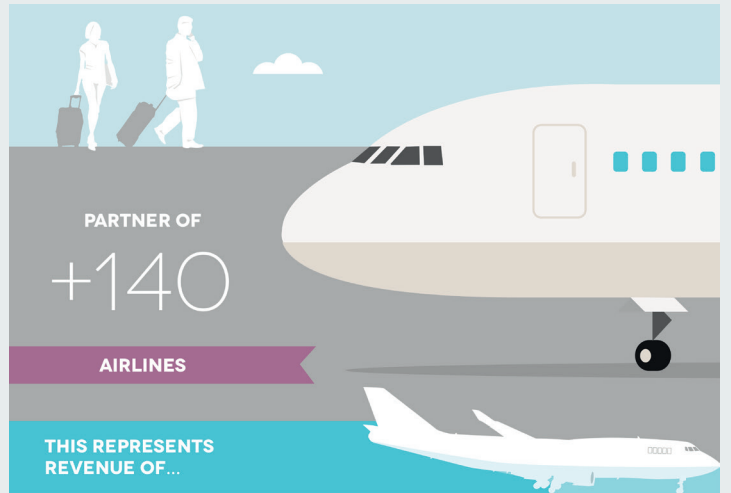
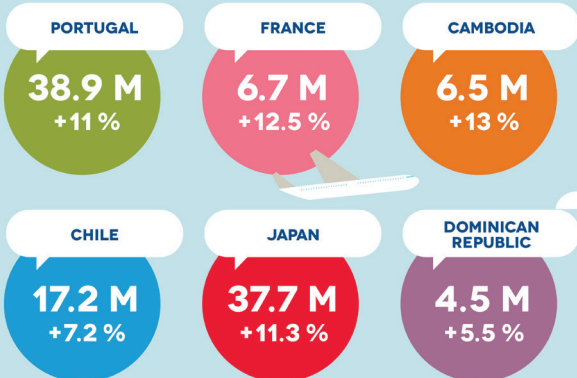
PRESS KIT

VINCI AIRPORTS
AT A GLANCE...

A GROUP WITH AN INTERNATIONAL DIMENSION



2015 TOTAL PASSENGERS PER YEAR BY COUNTRY AND GROWTH RATE



PRESS KIT

VINCI Construction Grands Projets

In 2015, VINCI Construction Grands Projets (including its 49% interest in QDVC in Qatar) generated revenue amounting to €1.4 billion. Order intake was buoyant, including several major projects:

- **in Chile**, the renovation-expansion of the Santiago international airport, the Group's largest building export project to date;
- **in the United Kingdom**, following on from the Lee Tunnel project, which was completed during the year, the East works package of the Tideway sewer tunnel in London (a £605 million project won in a joint venture with Bachy Soletanche Ltd) and a section of the M5 motorway southwest of Birmingham in a joint venture with VINCI Construction UK, which will include innovative "smart motorway" functionalities;
- **in Qatar**, a section of the A12 urban motorway in the new city of Lusail;
- **in Hong Kong**, a new works package of the 700 metre tunnel project on the Shatin to Central metro line, extending a project currently under way;
- **in Egypt**, a €264 million contract covering an additional phase (4A) of Line 3 of the Cairo metro, following on from a large number of similar projects carried out by the Group in the Egyptian capital since 1981.

The year's handovers and completions included the delivery, following 10 years of works, of the Hallandsås tunnels **in Sweden**, the country's longest rail tunnels; completion of civil engineering works on the four Yamal LNG storage tanks **in Siberia**, Russia; and assembly of the two halves of the arch forming the confinement over the damaged reactor at Chernobyl, **in Ukraine**.

Business was also brisk **in Malaysia**, with several large building projects (Berjaya Central Park in Kuala Lumpur, Shell Plaza tower handed over in Kota Kinabalu and Jesselton towers on the island of Borneo); **in Qatar**, with the handover of the Sheraton Park and work on the Doha and Lusail metro systems; and **in France** with ongoing work on the Iter project (the future thermonuclear fusion reactor) in Cadarache and work on the New Coastal Highway viaduct on Reunion Island.



➤ Find out more:
www.vinci-construction-projets.com



Ohio River Bridges - East End Crossing, Louisville, United States. Design and construction of a motorway section between Kentucky and Indiana that includes 6.6 km of roads, a 762-metre cable stayed bridge over the Ohio, a 512-metre double-bore tunnel and 19 engineering structures. The new motorway will be operated by a joint venture including VINCI Concessions under VINCI's first PPP in the United States.

PRESS KIT

Find out more

About VINCI

VINCI is a global player in concessions and construction, employing more than 185,000 people in some 100 countries. VINCI designs, finances, builds and operates infrastructure and facilities that help improve daily life and mobility for all. Because VINCI believes in all-round performance, above and beyond economic and financial results, it is committed to operating in an environmentally and socially responsible manner. And because its projects are in the public interest, VINCI considers that reaching out to all the stakeholders of its projects and engaging in dialogue with them is essential in the conduct of its business activities. VINCI's goal is thus to build long-term value for its customers, shareholders, partners and employees, and for society at large. www.vinci.com

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