

PRESS BOOK



INDIGO

MAKING SPACE FOR THE FUTURE

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VINCI PARK IS NOW INDIGO AND MAKES SPACE FOR THE FUTURE

In just one century, the car has developed beyond our relationship with it: cars can speak, they can drive without petrol and they can even park all by themselves.

With over 100,000 new vehicles per day worldwide, the car is at the heart of mobility. Paradoxically this supposedly mobile thing spends much of its time immobile.

Today, VINCI Park has decided to take on a major challenge: to turn this immobility into a driver for personal and collective wealth.

A NEW COMMITMENT: TO OFFER MORE THAN A PLACE TO PARK

On the 5 November 2015, VINCI Park changed its name to **Indigo** and looks meaningfully to the future in order to establish itself at the very heart of new mobilities.

Its new commitment, “**Space for the Future**”, embodies a desire to offer more than just a place to park: it involves enabling individuals to take advantage of their travelling time by connecting them to their environment in an ever more intelligent way.

To achieve this, Indigo will turn the car park, at each destination, into a true **mobile hub**, by offering the most complete car park network, with the most advanced service for personal trips. Space for living and connecting opens up the city, **parking with Indigo will provide both sustainable and adaptable technological development.**

Specifically, this means:

- **For the user:** entering a car park without taking a ticket, being guided by their mobile phone to their reserved parking space, picking up an electric scooter to continue their trip, returning to their car to find that their shopping has been delivered, and then leaving while paying via automatic withdrawal
- **For the local economic players (shopping centres, hospitals, train stations and airports):** they can benefit from offers of preferential tariffs and access new types of services such as self-storage, or final mile delivery
- **For communities:** in cities where problems linked to the car (journey time and congestion in city centres) have been diminished thanks to the implementation of simultaneous integrated management for all modes of parking, including on-street and underground. Connected parking, which identifies what is best about the destination and reinforces the economic dynamic of the area.

In making space for the future, Indigo is creating the conditions for a new ‘mobile’ experience and is reinventing relationships between the city and the car that works with urban policies.

BASED ON ESTABLISHED PRINCIPLES

Indigo’s new commitment is established on the basis of historical principles, the true DNA of the company: **Indigo offers clean, safe and welcoming spaces to park**

A pioneer of the sector, the company has built its services for over fifty years on these three pillars, and succeeded in radically transforming the perception and, indeed, the reality of car parks:

- **Welcoming:** listening to customers is our top priority, by forming teams to best advise users, by offering the loan of bicycles, cabins, umbrellas etc.
- **Clean:** by making car parks pleasant spaces, they’re kept clean and smell nice.
- **Safe:** by offering spaces with light, making use of transparent materials, indicating routes from the entry into the car park in order create a sense of safety. Also, safe pedestrian access through the installation of CCTV and by offering assistance 24 hours a day seven days a week.

With its new commitment, “Space for the Future”, Indigo wants to go even further with these principles, and aims to continue to improve. New technologies and better team training are the key drivers for this momentum.

... AND EMBODIED IN A NEW BRAND

This new stage in the history of the company is embodied by a change of brand:
VINCI Park is now Indigo.

A simple and positive name, that works with the international market, and refers to the seventh colour of the rainbow: a very dark violet-blue.

A bright colour that expresses dynamism and friendliness, and that Leonardo da Vinci defined as the colour of faraway, of infinity and the future. Rose, the other component in the logo, it is a warm and friendly colour which establishes a close rapport with clients, reminding them that Indigo is above everything a service brand that aims to simplify everyone's daily life.

Indigo, is also a nod to the words "IN" and "GO" two syllables which evoke mobility. It is ultimately a reference to "individual going" which is at the heart of the Indigo commitment: to offer services that are customised and adapted to the lifestyle of everyone.

The typography of the logo connects roundness and reliability to firmly establish its brand leadership and its empathy towards end-users.

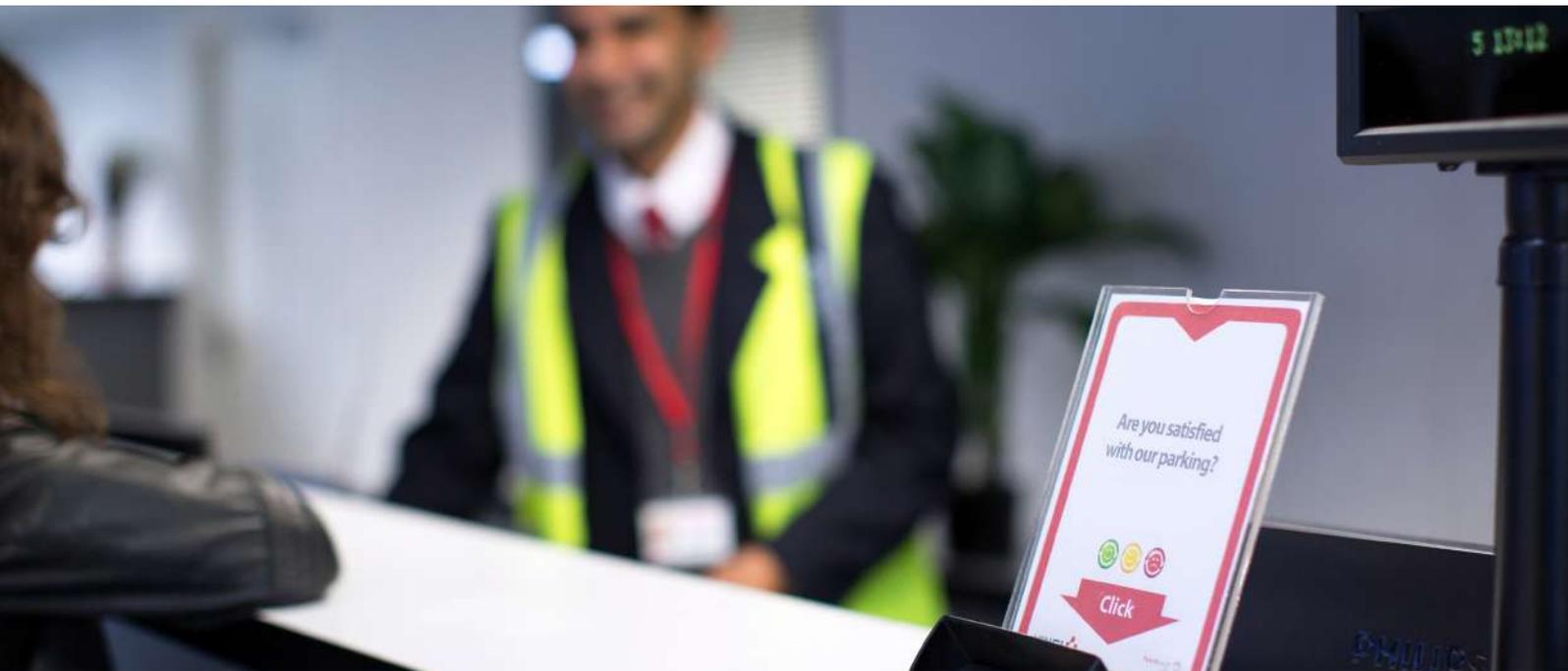
Finally, Indigo has also adopted a new tagline: "Space for the Future".

An expression for a revamped service, in which the word "space", suggests being connected with and open to the world, replaces the word "parking", binding Indigo to a commitment of modernism and innovation.

INDIGO

MAKING SPACE FOR THE FUTURE





WHY? TO SUPPORT MAJOR CHANGES IN INDIVIDUAL MOVEMENT

The new business models, the changes in use and the development of towns and cities feature more and more in a mobility that is multi-modular and hyper connected. In taking these changes on board Indigo has seen an opportunity to reinvent itself.

A DEMOGRAPHIC INCREASE SYNONYMOUS WITH URBAN CONCENTRATION

The world's population is expected to increase by almost a billion people reaching 8.1 billion inhabitants in 2025, and 9.6 billion in 2050 (Source : INSEE, 2014).

This population growth will have a major impact on the big cities: **the planet will have 75% more city-dwellers worldwide in 2050 than it does today** (source Navigant Research, 2015).

Today in 2015, by way of an example, 20% of city traffic in France is due to people looking for a space to park (Source CEREMA).

Future urban concentration, therefore, means rethinking the city in order to make it smarter. Beyond modernising city infrastructures, the challenge is to optimise how they function so that they adapt to new mobility habits and to avoid congestion.

A CHANGE IN MODES OF TRANSPORT

Car manufacturers continue to develop innovative hybrid, electric and hydrogen technologies in response to the challenge of sustainable development in cities.

Electric vehicles could represent 20% of the European car market by 2030 (Final report, European project SCElectRA).

With 45,000 new cars registered in the first quarter of 2015, Europe has become the main market for electric vehicles and France one of its driving forces.

With over 100,000 vehicles a day on the world's roads, 50 vehicles in China for 1,000 inhabitants, in contrast to 800 in the USA (Source: L'Observatoire Cetelem 2015), the future will therefore, clearly include a car and that has become an integral part of the drive for continued innovation.

THE "CONNECTED" APPROACH

Two figures:

- 420 million connected cars worldwide in 2018
(Study « Connected cars », Idate)
- 25 to 30 billion connected items worldwide in 2020
(Study Gartner and assessment from ABI Research)



The third digital revolution is underway. After people, items now communicate with each other thanks to the Internet. Already, the driverless car has been heralded as the ground-breaking innovation of the last thirty years, and would allow for more than five times as many cars on the road without increasing congestion.

If the car becomes one of the places for connection, the car park must at the same time, be a resource and receptacle for the car's capability to be connected: it must from now on be open to the world around it.

MULTI-PURPOSE URBAN SPACES

Congestion in a city is not inevitable. Optimising how space is used, especially in developed areas, includes mixed functionality.

For a long time, the city has been organised into distinct spaces each with a function: urban centre and suburbs. Today, more and more of these functions are included in each area.

While *40% of the area for business zones in the Île-de-France welcomes car parks, that being 920 hectares, the equivalent of the Bois de Vincennes (Source: 13 tracks to build a city onto a city (13 pistes pour construire la ville sur la ville)/ Atelier international du Grand Paris)*, the car park itself is called upon to change, to adapt and to respond to new users, such as providing spaces for: delivery, business, storage, sharing, leisure.

Certain spaces have already started to reinvent themselves, such as train station forecourts in France, which have become "stations in motion" with, shopping facilities, restaurants, and connections with other modes of transport.





HOW? FROM NEW OFFERS FOR: PRIVATE INDIVIDUALS, COMPANIES AND COMMUNITIES

To support the major demographic, technological and urban changes, Indigo is offering individuals, companies, and communities: much easier parking, customised services and the opportunity to decide on its mobility.

Indigo can imagine the car not as a hindrance, but as a means of living better and with complete freedom in the city.

EASIER PARKING

By providing easier parking, Indigo is helping to **reduce the congestion** in cities and offers individuals **a totally fluid transition, in other words, "seamless integration"**.

To achieve this, Indigo is deploying a multitude of innovative and technological solutions:

- A system for reading number plates allowing automatic entry to and exit from car parks, (Automatic Number Plate Recognition - ANPR). This “contactless” access already exists on certain sites and will be deployed at the beginning of 2016
- Pre-booking of car parking spaces in order to make looking for a space as stress free as possible. This is already available on the Indigo website, and this functionality will soon be available on mobiles
- Payment by the Park Indigo app
- Geo-tracking of your car
- A link with collective public transport thanks to an integrated ticketing solution: holders of transport passes are recognised holders of parking passes and bus tickets give them the right to discounts in park and ride facilities (in France).

THE OPPORTUNITY TO CHOOSE OUR MOBILITY

By offering everyone the opportunity to choose their method of mobility, Indigo is contributing to the **economic health of a region** (B2B commitment) and is transforming the car park into a **true mobility hub** (B2C commitment).

For this purpose, Indigo is putting forward completely new mobility solutions for car parks: today, customers don't only come to Indigo car parks to park their car, but also to charge their electric car, rent a bicycle or a scooter, and also have access to car-sharing services.

CUSTOMISED SERVICES

Whether individuals, companies or communities, Indigo has chosen to consider each of its customers as **“a known and recognised customer”** by providing a customised service.

The relationship with the customer is, therefore, managed by Indigo teams in each country, so that they perfectly understand customer needs and are able to provide an appropriate and speedy response.

Each customer has a single account, with seamless access through number plate recognition, simplified payment via their mobile phone, a loyalty programme, special discounts (eg: season tickets for company cars), access to premium VIP zones etc.

Indigo also offers services to residents, employees and small local businesses (dropbox, final mile delivery, concierge services, self-storage solutions).

Ultimately, the pricing policy is specifically adapted to each user.





A MAJOR AMBITION: TO BECOME THE GLOBAL STANDARD FOR PARKING AND INDIVIDUAL MOBILITY

By offering integrated management of parking methods, in order to reduce congestion in cities, along with a significantly new user experience, Indigo opens the way to a new world standard and is demonstrating its desire to grow beyond the status of a car park operator to that of a **world player in parking and individual mobility**.

TO MAINTAIN ITS LONG HISTORY OF DEVELOPMENT

For over 50 years, VINCI Park has been the world leader for car parks and has continued to develop innovation in order to improve the customer experience and support communities and private stakeholders in implementing tailor-made parking solutions.

In 1964, Parc GTM became the first to provide a public car park in France by opening the car park at Invalides in Paris.

In 2001, VINCI merged its subsidiaries dedicated to parking to launch VINCI Park, the French leader of the car park sector: by putting the customer at the heart of its approach, VINCI Park improved the parking experience by devising places that are safe, clean, light and welcoming, as well as, by providing services that enable inhabitants to make the best use of the city.



In 2013, VINCI Park launched its fourth generation car parks, by making them true mobility hubs that were connected and open to the city.

Since innovation and a pioneering spirit are very much part of its DNA, Indigo, wants today to consolidate its leadership by offering the best technology for car park interiors and exteriors, as well as the most ground-breaking of individual mobility services.

TO EXTEND ITS WORLDWIDE NETWORK

In 1980, Indigo applied itself to the underground car park sector, estimated to be worth 15 billion euros.

In 2000, Indigo broadened its range within the car park sector as a whole (underground and on the road) reaching 40 billion euros.

Today, the company is addressing the car park and individual mobility sector as whole: in 2015, this represents 44 billion dollars (as opposed to 15 billion in 2000) and which is expected to reach 140 billion dollars in 2025 (Frost & Sullivan).

Indigo has a prominent position in this market: it is present in 14 countries spread over three continents; the country operates a worldwide network supported by a large territorial network, especially in France.

This network of car parks is the most complete and most innovative on the market: with, undercover, on-street parking and shared parking, Indigo operates through a variety of contractual models and addresses all segments of the market.

Indigo's ambition **is to extend its worldwide network while depending on the support of a strong local base which will allow it to better understand its various markets and to stay in touch with and listen to the needs of its customers.**

- Therefore, in France, wherever the Indigo headquarters and R&D teams happen to be, the company wants to maintain its leadership position and to continue to play its role of a preferred partner with communities and private stakeholders and in building tomorrow's mobility solutions with them.
- In Europe, where the car park market is already mature, Indigo intends to develop through acquisition and organic growth.
- In North America, which is a very fragmented market, the company is trying to contribute to the consolidation of the sector and has taken the concession based model there. Buying the assets of WestPark in Calgary, in order to establish itself in west Canada and to increase its market share, also fits with this plan.

- In South America– where Indigo established itself in 2013 by buying 50% of the Brazilian company Moving – the group intends to develop with Brazil joint-venture acquisitions.
- And, finally, in 2016 Indigo aims to conquer Asia.

TO BE A PREFERRED PARTNER FOR REGIONAL DEVELOPMENT

As market leader of a sector at the heart of city life, Indigo has positioned itself to be a preferred partner for communities and private stakeholders in order to develop regional economic dynamics. Thanks to its decentralised organisation of local management, that relies on local teams, Indigo is in touch with the specific needs of each city and interacts with local services that are useful to the inhabitants.

By harmoniously connecting car parks to the city, by offering urban logistical services, and by improving the visibility of local businesses, Indigo supports the commercial activity of the area. Finally, by offering terminals for bicycles and electric cars, Indigo promotes a mobility which is more considerate of the environment.

TO ACQUIRE THE MEANS TO ACHIEVE ITS AMBITIONS

A 100% subsidiary of VINCI up to 2014, Indigo is today almost 37% owned by Ardian (independent investment company which manages 47 billion dollars' worth of assets in Europe, in North America and Asia) and almost 37% owned by Crédit Agricole Assurances (first bank insurer in Europe, which groups together the assurance subsidiaries of Crédit Agricole), and owned by just under 25% by VINCI.

Opening its share capital a year ago gives Indigo the resources to implement an ambitious development strategy. As a matter of fact, Ardian, Crédit Agricole Assurances and VINCI wish to support Indigo with its new momentum and to enable it to exceed a turnover of one billion euros by 2020.



VINCI Park is now Indigo

The world leader for parking and individual mobility changes its identity and becomes Indigo

The French group employs **15,000 people in 14 countries and more than 500 cities**. It is the only operator of the sector that is present on three continents offering all types of parking: on-street, undercover and shared private parking.

Indigo operates more than **4,000 car parks** worldwide, with more than **2 million car parking spaces** and **more than 1550 miles (2,500 km) of on-street parking**.

Indigo supports communities and private stakeholders (hospitals, shopping centres, stations, airports) and develops parking solutions customised for end-users, while making the city more pleasant and improving circulation.

In a growing mobility market, estimated to be worth 100 billion Euros in 2025, Indigo is a key player with regards to future mobility issues.

The company Infra Foch S.A.S. holds about 100% of the capital for Indigo Infra S.A. (previously known as VINCI Park S.A.).

Infra Foch S.A.S. is indirectly owned at almost 37% by an investment fund managed by Ardian, almost 37% by Crédit Agricole Assurance through its subsidiary Predica, and by just under 25%, by VINCI Concessions (VINCI Group) with the remainder being owned by the group's management.

Indigo. Space for the Future.

INDIGO IN KEY FIGURES

 **14**
countries

 + **500**
cities

 + **15 000**
stakeholders

 + **4000**
car parks

 **733 M€**
Turnover in 2014

+ **150 M€**
committed investments in 2014

 + **2 500 km**
urban on-street parking

 + **2 millions**
parking spaces

INDIGO

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