

FOR
A WORLD ———
ON
THE MOVE

2025-2026 ENGAGEMENT REPORT



VINCI
CONCESSIONS

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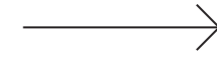
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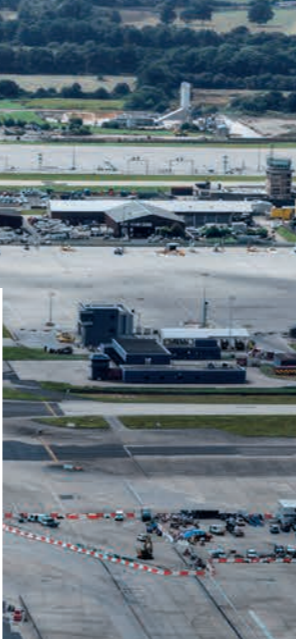


The world needs mobility. We all need connections – relationships with family members, friends or peers at work. Connecting regions and supporting their economies, communities and tourism activities is at the heart of what we do as a concession holder. All over the world, we design and operate sustainable, resilient and smart infrastructure that creates value for all. Our teams are driven by a strong ambition to serve our clients and customers, supported by a uniquely diverse and vibrant ecosystem of partners and suppliers. **VINCI Concessions is an essential partner in a world on the move.**



→ **United Kingdom**

The main runway at London Gatwick airport, operated by VINCI Airports, is the busiest runway in the world. In September 2025, the UK government approved plans to convert the existing standby runway so that it can be used at the same time as the main runway, which will increase the airport's annual passenger capacity from over 43 million to 80 million.



→ **France**

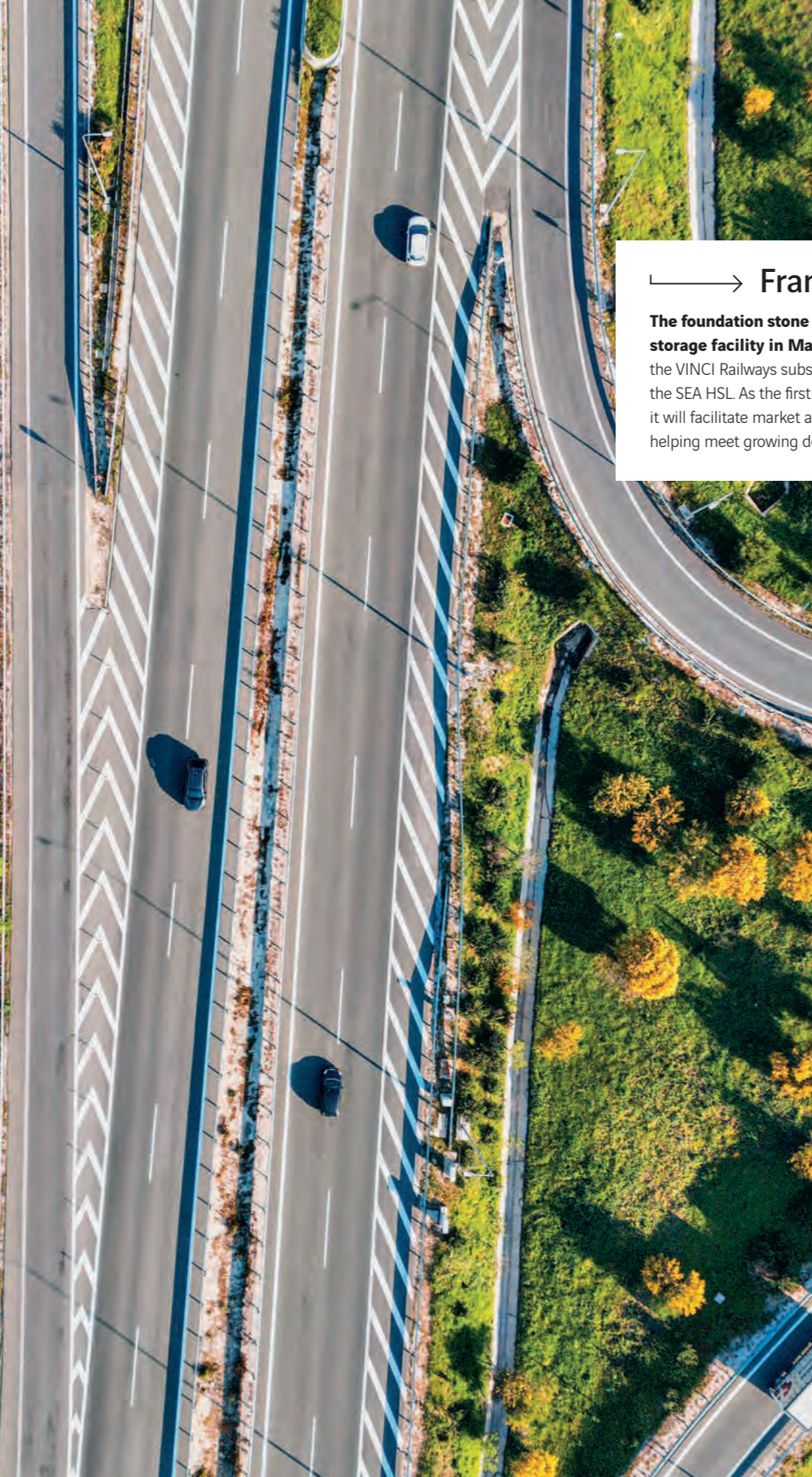
A world first was achieved on the A10 highway in 2025, when a dynamic charging system was tested with an electric heavy goods vehicle, as part of the Charge as You Drive project led by VINCI Autoroutes and its partners, and provided conclusive results. This technological feat marks an important step forward in the development of 'electric roads' and the decarbonisation of road freight.





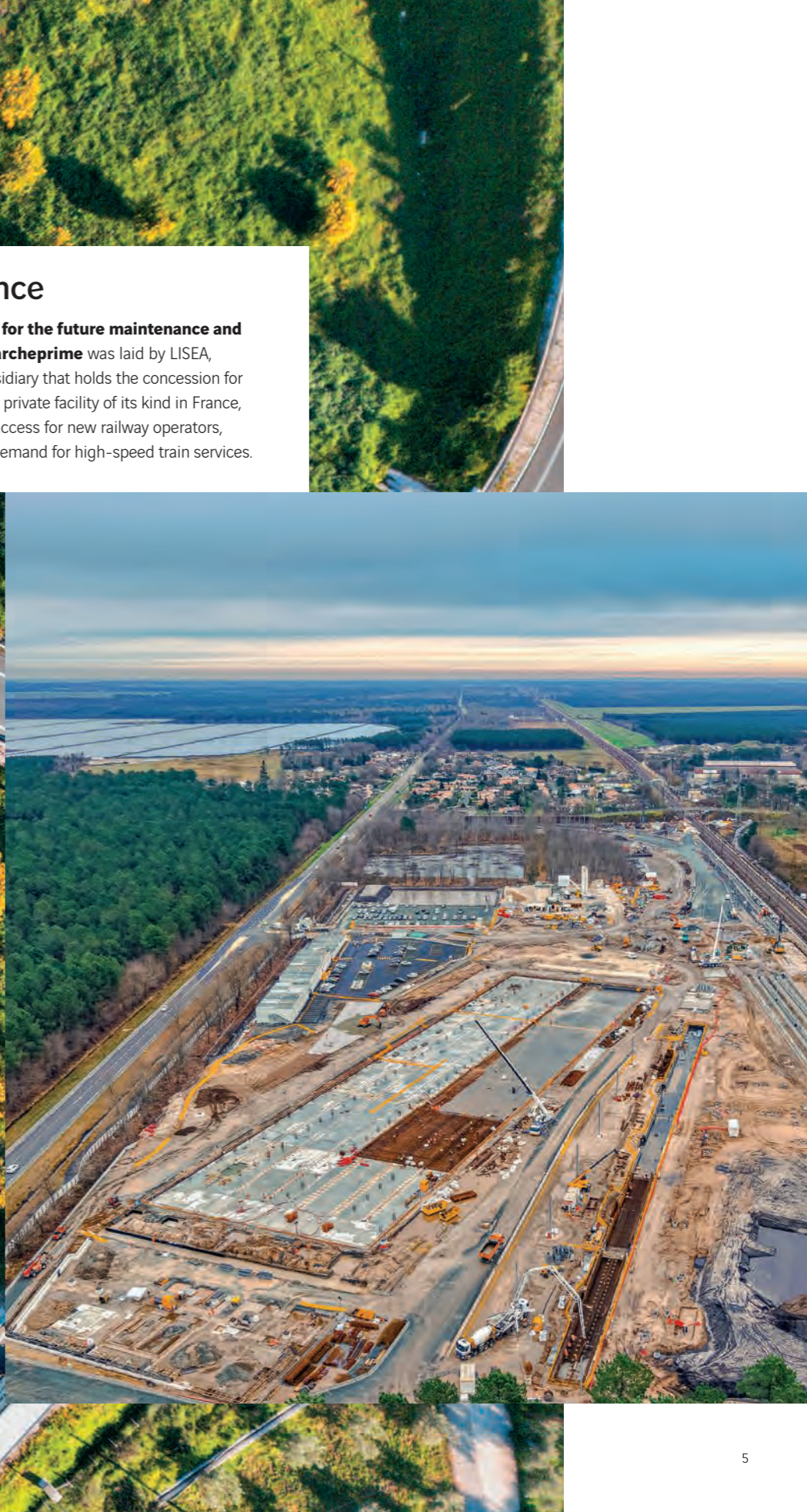
→ Greece

One of the largest highway solar power plants in Europe was inaugurated by VINCI Highways subsidiary Olympia Odos, together with its partners, along the Athens–Patras corridor. With a total capacity of 10 MWp, this plant provides all the energy needed to operate the highway. The €10 million-plus project was financed and delivered in less than two years.



→ France

The foundation stone for the future maintenance and storage facility in Marcheprime was laid by LISEA, the VINCI Railways subsidiary that holds the concession for the SEA HSL. As the first private facility of its kind in France, it will facilitate market access for new railway operators, helping meet growing demand for high-speed train services.



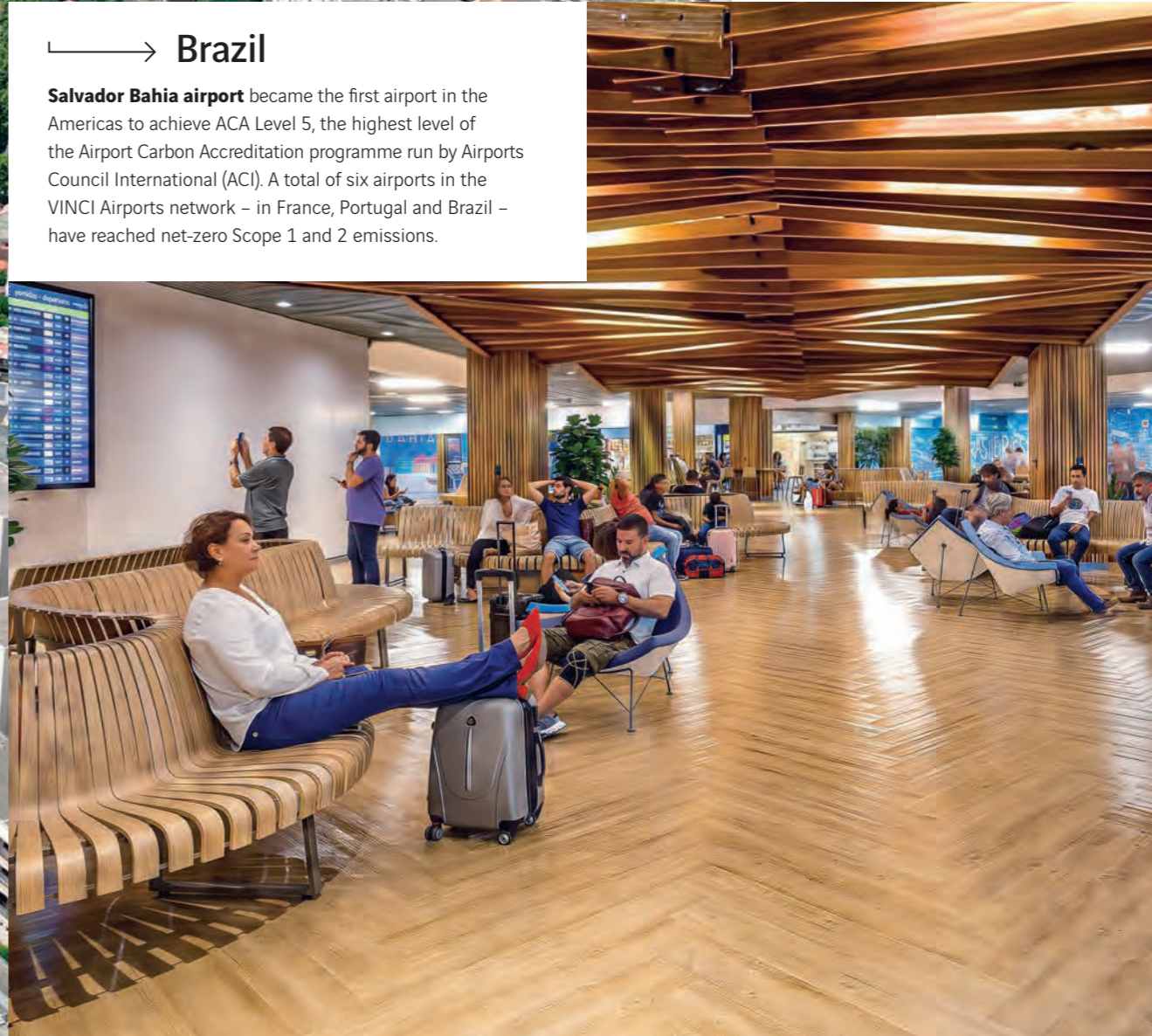


→ France

The transformation of the A57 highway near Toulon – a key urban artery carrying an average of 110,000 vehicles per day – as part of a €300 million project fully financed by VINCI Autoroutes has greatly improved traffic flow and road safety in the Var department. The changes made also support the expansion of public transport and multimodal travel.

→ Brazil

Salvador Bahia airport became the first airport in the Americas to achieve ACA Level 5, the highest level of the Airport Carbon Accreditation programme run by Airports Council International (ACI). A total of six airports in the VINCI Airports network – in France, Portugal and Brazil – have reached net-zero Scope 1 and 2 emissions.



“The concession model provides regional and national authorities with a powerful tool for transformation.”

NICOLAS NOTEBAERT

Chief Executive Officer of Concessions at VINCI and President of VINCI Airports, VINCI Autoroutes and VINCI Stadium



HOW WOULD YOU DESCRIBE 2025?

2025 was an important year for VINCI Concessions, as all of the VINCI Group’s concessions operations were integrated into a single structure that designs, finances, builds, operates and maintains over 100 airports, highways and public-private partnership projects in 25 countries. Bringing these operations together has made it possible to pool expertise and strengthen a future-facing model. 2025 was also the year we became a global leader in a second area. We had already been the world’s leading private airport operator for several years, with over 70 airports in our portfolio. We became the world’s leading private highway operator, with over 8,200 kilometres of network.

HOW DOES THE CONCESSION MODEL HELP ADDRESS THE CHALLENGES OF OUR TIME?

National and local authorities face a two-fold challenge: they must invest in further developing mobility and also support the sector’s transition to a sustainable future. As highlighted by the Ambition France Transports consultation process led by the French Ministry for Transport in 2025, addressing this challenge will require considerable investment – both in France and elsewhere. As trusted partners, financiers and responsible operators, we have strong expertise to support regions in meeting the expectations of citizens and users.

HAVE RECENT GEOPOLITICAL UPHEAVALS HAD AN IMPACT ON PERFORMANCE?

People still need to get around, whether it’s to spend time with loved ones, explore new places or access new markets. In 2025, VINCI Airports reported a 5% increase in traffic, driven by the continued post-Covid recovery in Asia. Airport performance was outstanding, with 334 million passengers, net income of over €1 billion for the first time, and a strong start to operations at our recently acquired airports in Edinburgh and Budapest. In France, despite the economic slowdown, VINCI Autoroutes demonstrated its resilience by improving its already strong performance and completing major projects, such as the expansion of the A57 highway in the Toulon metropolitan area and the A8 slip road at Menton. VINCI Highways added two new concessions to its portfolio in Brazil, which became VINCI Concessions’ second-largest highway market and the second country to surpass 1,000 kilometres of managed network. Lastly, our other concessions demonstrate the strength of the model in developing rail with VINCI Railways, sports infrastructure, renewables and electric vehicle charging networks.

HOW HAS BECOMING A LEADER IN A SECOND AREA HELPED VINCI CONCESSIONS STRENGTHEN ITS POSITION AS A GLOBAL PLAYER?

Our expertise enables us to rapidly deploy our safety, operational performance, service quality and environmental commitment standards to speed up the transformation of infrastructure assets that join our network. For example, in Brazil, where we launched our operations in 2018, five airports were honoured with environmental excellence awards by the Brazilian National Civil Aviation Agency in 2025. We were also proud to announce at COP30 that Salvador Bahia airport had achieved ACA Level 5 – the highest level of the global carbon management certification programme for airports. The integration of two highway networks, Entrevias and Via Cristais, was completed very quickly. Just two years after joining the VINCI Highways network, Entrevias was named the top concession in the state of São Paulo for 2024 by the road authority ARTESP, in recognition of the progress achieved in safety, innovation and environmental performance. With the support of internal experts brought in from other countries, our teams took just 100 days to get Via Cristais fully up and running.

IS IT FAIR TO SAY THAT THE VINCI CONCESSIONS NETWORK ALSO SERVES AS A TESTBED FOR INNOVATION?

Yes – that’s another benefit of our global footprint. We have a very strong test-and-learn culture at VINCI Concessions – we identify opportunities, test ideas and scale what works. This culture is driving change across both our physical infrastructure assets and our digital tools. We are now using an AI-powered solution to streamline aircraft turnaround processes and, in turn, reduce ground time. In 2026, this solution will be rolled out at our busiest airports. On the SEA HSL, AI supports predictive maintenance through tools such as Geovoie 2.0. This tool, which won multiple awards in 2025, helps us understand and prevent track deterioration. On the A10 highway, the world’s first live-traffic trial of an inductive charging system for electric vehicles, Charge as You Drive, was a great success.

HOW DO YOU ENSURE YOUR TEAMS ENGAGE WITH THE TRANSFORMATION OF MOBILITY?

Whenever I’ve visited teams on the ground, I’ve been struck by their enthusiasm. Regardless of project size or location, our model works everywhere – from Cabo Verde to the United Kingdom to Japan. No matter where in the world we go, we bring the same energy and drive. Curiosity and sharing are at the heart of our business lines, and I firmly believe that the experience, skill and quality of our teams are an extraordinary asset. Whether new or existing assets are involved, the progress we make generates socio-economic value that we can be proud of and that we share with a much broader ecosystem than our own.

Governance

Under the leadership of Nicolas Notebaert, Chief Executive Officer of Concessions at VINCI, and in line with the strategy of the VINCI Group, the Management Committee of the new Concessions division is defining the positions of VINCI Autoroutes, VINCI Airports, VINCI Highways, VINCI Railways, VINCI Stadium and several public-private partnerships. The Committee is working to ensure that these positions are a source of overall performance and that they make a positive contribution to the development of regions and their inhabitants over the long term.



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Chief Communications
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Human Resources Director
at VINCI Concessions

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Business Development
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OLIVIER MATHIEU
Executive Vice President
of VINCI Concessions

VALÉRIE VESQUE-JEANCARD
President of VINCI Railways and Managing
Director of VINCI Airports in France,
Chile and the Dominican Republic

A global operator with local expertise

VINCI Concessions operates over 100 pieces of infrastructure – transport and other public facilities – across five continents. By ensuring these essential assets meet the highest standards of performance, sustainability and safety, VINCI Concessions aims to contribute to regional prosperity, connectivity and environmental transitions.

30,000
employees

No. 1
private airport operator group
in the world

50
nationalities

Over 100
pieces of infrastructure
in 25 countries

6
airports in the VINCI Airports
network have reached
the highest level (Level 5)
of the ACA programme for
their carbon reduction efforts

Over 334 m
passengers at airports in
the VINCI Airports network,
spanning 14 countries, in 2025

1st
private company to operate a high-speed
rail line in France, the South Europe
Atlantic (VINCI Railways)

Over 170 m
passengers on the line
since it opened in 2017

1,8 bn
people, or 940 million vehicles,
used the VINCI Autoroutes network in 2025

6
centres of excellence
for innovation
worldwide

Over 10
quality of service
awards received for
VINCI Concessions
infrastructure in 2025

No. 1
highway concession network
in Europe in terms of the density
of EV charging stations

Over 8,200 km
of highway, including
4,443 km in France

No. 1
private highway operator
in the world

2
stadiums
in France

As a private operator serving the public interest, VINCI Concessions finances, designs, builds, operates and maintains public-use infrastructure, through its divisions, for the benefit of regions and their inhabitants.



As the world's leading private airport operator, VINCI Airports operates more than 70 airports in 14 countries across Europe, Africa, Asia and the Americas. VINCI Airports draws on its expertise as a comprehensive integrator to develop, finance, build and operate airports, leveraging its investment capability and know-how to optimise operational performance and modernise infrastructure assets while bringing about their environmental transition. Having pursued an international decarbonisation strategy for the past decade, VINCI Airports aims to achieve net-zero Scope 1 and 2 emissions at its EU airports, along with London Gatwick and Edinburgh, by 2030, and across its entire network worldwide by 2050. As of 2025, six airports in its network had reached ACA Level 5.

Over **70** airports, some of which serve capitals (London, Lisbon, Belgrade, Budapest, Praia, Santiago de Chile, Santo Domingo, Phnom Penh)

Over **334** million passengers in 2025

Over **300** partner airlines



VINCI Autoroutes is the leading highway concession operator in France, with a roughly 4,443-kilometre network managed by concession holders ASF, Cofiroute, Escota, Arcour and Arcos. VINCI Autoroutes finances, designs, builds and operates highways, with a focus on ensuring network viability, customer safety, highway service continuity and infrastructure upkeep in all circumstances. VINCI Autoroutes is working to transform highways – crucial for connecting regions and supporting their economic and social vitality – into low-carbon and resilient infrastructure, in line with public policies on decarbonisation and climate adaptation.

5 million people (2.6 million vehicles) per day on average on the VINCI Autoroutes network, with figures reaching up to 8 million people (4 million vehicles) during peak summer periods

14 cities and over 100 towns with more than 10,000 residents, thousands of rural areas, 10 regions and 45 departments in France served by VINCI Autoroutes



As a global leader in road concessions, operations and mobility services, VINCI Highways designs, finances, builds and operates highways, urban networks, bridges, tunnels and digital road services across a network of over 3,750 kilometres in 13 countries. It also leads the way in free-flow mobility solutions through its subsidiary ViaPlus. VINCI Highways leverages its know-how to maintain the highest standards of performance and safety and ensure a positive experience for drivers. It is also working to develop excellent road transport all over the world, while stepping up the environmental transition across its network.

5.5% traffic growth across the VINCI Highways network, spanning 13 countries, in 2025

1st international concession holder in Greece

Over **4** million spectators recorded by VINCI Stadium in 2025

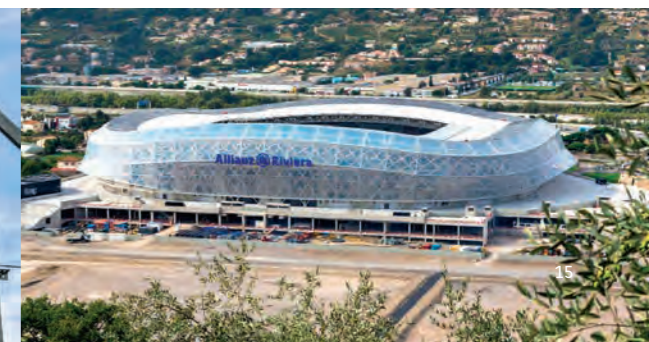


VINCI Railways designs, finances, builds and operates rail and urban transport infrastructure. Leveraging its integrated model, VINCI Railways works in synergy with VINCI Group business lines on a wide range of projects – standard and high-speed rail lines, metro lines, tramways, stations, guided transport and mobility systems. VINCI Railways manages high-profile infrastructure projects in France and provides decision-makers in the public and private sectors with comprehensive expertise across the full value chain of urban mobility and railways: investing, optimising operational performance, modernising infrastructure assets and bringing about their environmental transition.

Over **170** million passengers on the SEA HSL since it opened in 2017



VINCI Stadium draws on its complementary areas of expertise – design, construction, renovation, and operation of major infrastructure assets – and its proven expertise in public-private partnerships with the French State and regional authorities to manage two stadiums built by the VINCI Group, Allianz Riviera in Nice and the Marie Marvingt stadium in Le Mans. These stadiums host major sporting and cultural events every year, reflecting VINCI Concessions' commitment to facilitating memorable collective experiences while ensuring high-performance infrastructure and top-quality hospitality.



Our operations around the world

As a global leader in transport infrastructure and other public facilities, VINCI Concessions provides sustained support to national and regional authorities across five continents.



CANADA

- Regina Bypass
- Confederation Bridge
- Fredericton-Moncton Expressway

UNITED STATES

- Hollywood Burbank airport
- Atlantic City International airport
- Middle Georgia airport
- Macon Downtown airport
- Ontario International airport
- Ohio River Bridges – East End Crossing
- Northwest Parkway
- ViaPlus USA

MEXICO

- Monterrey airport
- Chihuahua airport
- Ciudad Juárez airport
- Culiacán airport
- Mazatlán airport
- Acapulco airport
- San Luis Potosí airport
- Torreón airport
- Zihuatanejo airport
- Durango airport
- Zacatecas airport
- Tampico airport
- Reynosa airport

DOMINICAN REPUBLIC

- Las Américas airport
- Puerto Plata airport
- Samaná airport
- La Isabela airport
- Arroyo Barril airport
- Barahona airport

BRAZIL

- Salvador Bahia airport
- Manaus airport
- Boa Vista airport
- Cruzeiro do Sul airport
- Porto Velho airport
- Rio Branco airport
- Tabatinga airport
- Tefé airport
- Entrevias highway
- Via Cristais highway

COSTA RICA

- Guanacaste airport

COLOMBIA

- Bogotá-Girardot highway – Via Sumapaz

PERU

- Lima Expresa expressway

CHILE

- Santiago airport

UNITED KINGDOM

- London Gatwick airport
- Edinburgh airport
- Belfast International airport
- Newport Bypass
- Isle of Wight road network
- Hounslow road network

IRELAND

- Dublin ring road – M50
- Turas Mobility Services

PORTUGAL

- Lisbon airport
- Porto airport
- Faro airport
- Beja airport
- Funchal airport
- Porto Santo airport
- Ponta Delgada airport
- Flores airport
- Santa Maria airport
- Horta airport
- Bridges on the Tagus

GERMANY

- A7-2 highway, Via Niedersachsen
- A5 highway, Via Solutions Südwest
- A4 highway, Via Solutions Thüringen
- A9 highway, Via Gateway Thüringen
- B247 highway, Via Mühlhausen Thüringen

CZECH REPUBLIC

- D4 highway, Via Salis

SLOVAKIA

- R1 highway, Via Pribina

HUNGARY

- Budapest airport

SERBIA

- Belgrade airport

GREECE

- Athens-Corinth-Patras-Pyrgos highway
- Maliakos-Kleidi highway
- Rio-Antirrio bridge

CABO VERDE

- Praia airport
- Sal airport
- São Vicente airport
- Boa Vista airport
- São Nicolau airport
- São Filipe airport
- Maio airport

FRANCE

- Lyon-Saint Exupéry airport
- Nantes Atlantique airport
- Rennes Bretagne airport
- Toulon Hyères airport
- Grenoble Alpes Isère airport
- Clermont-Ferrand Auvergne airport
- Chambéry Savoie Mont Blanc airport
- Anncely Haute-Savoie Mont-Blanc airport
- Dinard Bretagne airport
- Lyon-Bron airport
- Saint Nazaire Montoir airport
- ASF
- Cofiroute
- Escota
- Arcour
- Arcos
- Duplex A86
- SEA HSL (LISEA and MESEA)
- Reserved lane public transport system in Martinique (Caribus)
- Prado Sud tunnel (Marseille)
- Prado-Carénage tunnel (Marseille)
- Puymorens tunnel
- Allianz Riviera stadium
- Marie Marvingt stadium



● Airports ● Highways, roads, bridges and tunnels ● Railways and other public facilities ● Stadiums

A year in action



January

FRANCE VINCI Airports established a strategic partnership with H2V and Hy2gen to deploy a synthetic sustainable aviation fuel (e-SAF) supply chain at Lyon-Saint Exupéry, Lyon-Bron and Clermont-Ferrand Auvergne airports by 2030.

FRANCE MESEA, the company responsible for maintaining the South Europe Atlantic line, renewed its four certifications, ISO 50001 (energy management), ISO 45001 (occupational health and safety), ISO 9001 (quality management) and ISO 14001 (environmental management), reinforcing its positioning as a responsible and committed company.

March

BRAZIL VINCI Highways began operating a major logistics corridor in Brazil (in the states of Minas Gerais and Goiás), Via Cristais, under a 30-year concession contract.

AROUND THE WORLD Four airports in the VINCI Airports network were named among the winners of the ACI Airport Service Quality Awards.

UNITED STATES ViaPlus commissioned a video tolling system on the HCTRA network. This system uses AI to read number plates of vehicles (across over 200 kilometres of free-flow highways in and around Houston).



April

FRANCE Lyon-Saint Exupéry airport introduced a virtual agent to provide passengers with information and answer their questions.

BRAZIL The Entrevias highway concession, in the Brazilian state of São Paulo, is now fully powered by renewable electricity, sourced through a combination of renewable energy purchase agreements and on-site solar generation.

COLOMBIA The Bogota-Girardot highway widening and extension project was completed. This extraordinary undertaking drew on VINCI's full range of expertise.

May

UNITED KINGDOM VINCI Airports inaugurated phase one of its £100 million five-year investment programme at Belfast airport in Northern Ireland.

June

UNITED STATES Road marking upgrades were completed on the Ohio River Bridges – East End Crossing by a subsidiary of VINCI Highways and BBGI, supporting autonomous vehicle navigation. The East End Crossing opened to traffic in 2016, making it one of the first bi-state public-private partnerships in the United States.

FRANCE The newly widened section of the A57 highway running through the Toulon Provence Méditerranée metropolitan area, featuring three lanes in both directions, was inaugurated. The project involved creating a dedicated lane for buses, coaches and emergency vehicles, as well as secure bus stops integrated with a multimodal transport hub. This €300 million project was financed by VINCI Autoroutes under Escota's concession contract.

July

GREECE One of the largest highway photovoltaic programmes in Europe was inaugurated along the Athens-Patras section of the Olympia Odos highway in Greece. With an installed capacity of 10 MWp, this project provides all the energy needed to operate the Athens-Patras section, and will eventually be extended to the new Patras-Pyrgos section.

FRANCE The highway personnel safety-related awareness campaign, "Quand allez-vous percuter?" (When is it going to hit home?), was launched. In total, 28 accident-damaged patrol vans were exhibited near major toll stations to remind drivers to drive safely. The video for the campaign generated 38 million views online, including on social media.

FRANCE The foundation stone was laid for the train maintenance and storage facility in Marcheprime in southwestern France – a project developed by LISEA, the concession holder for the SEA HSL. As the country's first independent maintenance facility for high-speed trains, it is designed to ease market access for new operators and support the growth of rail services, particularly along the Atlantic corridor.



August

DOMINICAN REPUBLIC A new cargo terminal was inaugurated and works began on a new passenger terminal at Las Américas international airport.

September

CHILE The \$60 million domestic terminal expansion and refurbishment project at Santiago airport was delivered.

October

FRANCE In a world first, a dynamic inductive charging system, Charge as You Drive, was successfully tested in live traffic conditions on the A10 highway.

FRANCE Lyon-Saint Exupéry airport reached net-zero carbon emissions and received Level 5 certification under the ACA programme run by ACI.

FRANCE A campaign was launched to raise awareness about the dangers of nitrous oxide use while driving. The VINCI Autoroutes Foundation warned against the dangers of inhaling 'laughing gas' – a growing issue among young people in particular. The "Protoxyde d'azote: rien d'hilarant" (There's nothing funny about nitrous oxide) video generated over 8 million views online, including on social media.

UNITED STATES New solar panels were commissioned along Northwest Parkway in Colorado, bringing the total solar generation capacity to over 150 kilowatts. Solar panels now meet about 75% of the infrastructure's energy needs.

November

BRAZIL Salvador Bahia airport became the first airport in the Americas, and the sixth airport in the VINCI Airports network, to reach Level 5 – the highest level – of the Airport Carbon Accreditation (ACA) programme run by ACI.

December

COLOMBIA Via Sumapaz opened a new operations control centre along the Bogotá-Girardot corridor.

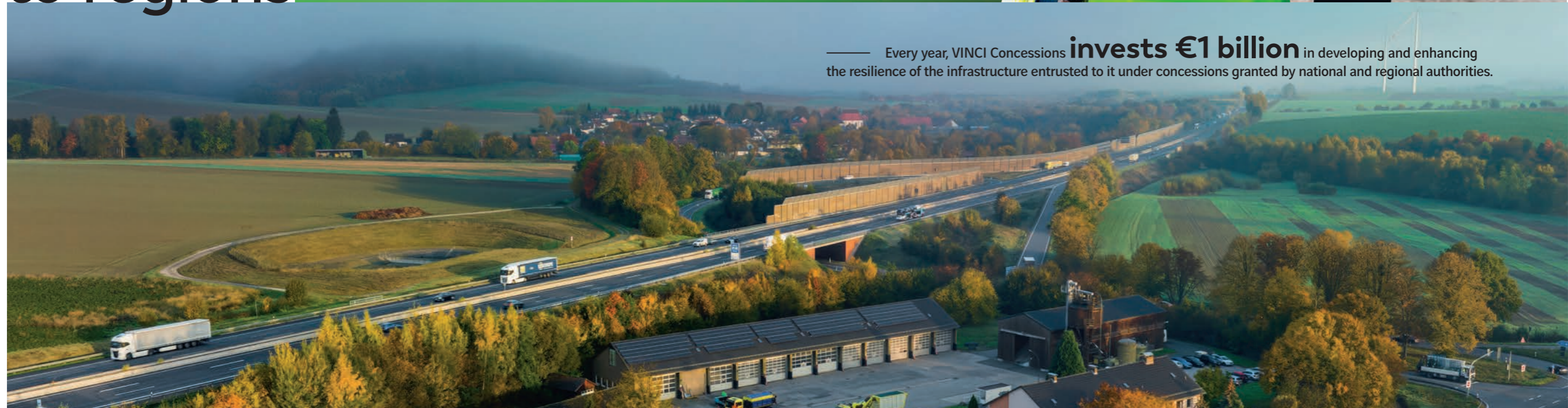
GREECE A new 75-kilometre section of the Olympia Odos highway, linking Patras to Pyrgos, was commissioned and will be operated by VINCI Highways and its partners until 2044.



1



We are
a trusted
partner
to regions



Every year, VINCI Concessions **invests €1 billion** in developing and enhancing the resilience of the infrastructure entrusted to it under concessions granted by national and regional authorities.

The concession model serving local communities

VINCI Concessions promotes the concession model worldwide by demonstrating professionalism in delivering all projects entrusted to it, achieving levels of performance that exceed initial targets in many cases.

Designing and building with regions

Mobility infrastructure is essential for regions. As a trusted partner to national and local authorities, we develop each project collaboratively with our various stakeholders, paying close attention to user expectations and local needs. Accordingly, key development projects developed by VINCI Autoroutes – such as the western Montpellier bypass or the urban and environmental improvements along the A7 highway in Valence – are carried out in close collaboration with the relevant cities. Furthermore, VINCI Railways has overseen the financing, design and construction of the South Europe Atlantic high-speed rail line (SEA HSL) since 2011, and its operation and maintenance since 2017, maintaining continuous dialogue with local authorities, businesses and environmental groups to ensure local expectations are met.

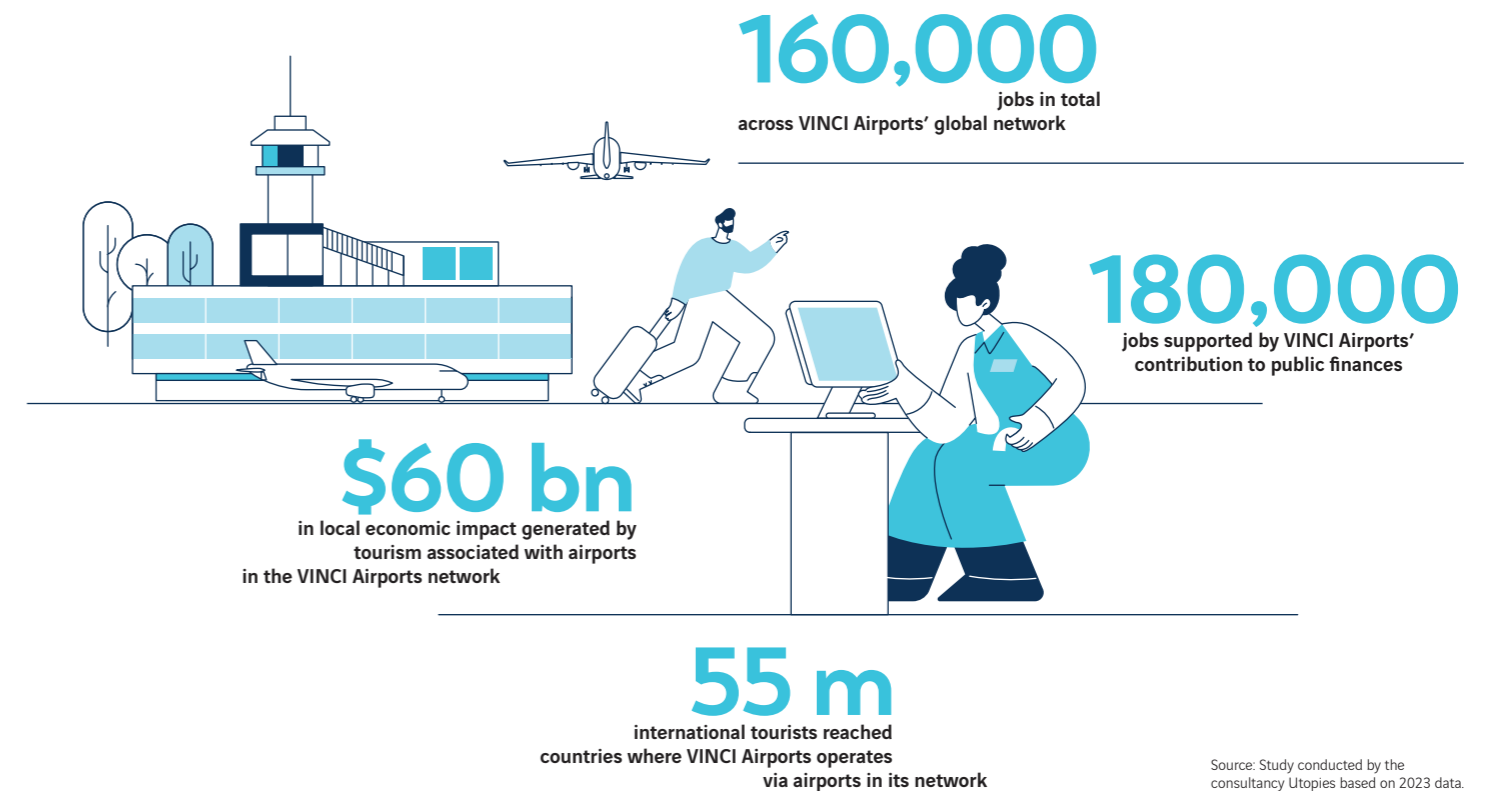
Making a positive impact

Airports, highways and railways, by their very nature, have a profound socio-economic impact. We are aware of this responsibility and therefore strive to make a positive impact

in terms of integration, employment, and business for our local partners. In France, of the 2.7 million work hours logged throughout the A57 expansion project in Toulon, over 177,000 hours were completed by people taking part in integration schemes – more than double the initial pledge made by VINCI Autoroutes. What's more, 87% of hires were from the Toulon area. In Colombia, where a major construction project led in synergy with VINCI Construction Grands Projets employed up to 6,000 workers, VINCI Highways continues to put its commitment into action with a campaign promoting tourist destinations and regional points of interest to drivers.

Creating lasting value

As global demand for mobility continues to grow, VINCI Concessions is responding to this fundamental challenge by building lasting relationships with concession grantors. Its ambition is to create value through every project it undertakes – by improving connectivity to boost tourism and facilitate the movement of goods and people, and by modernising installations to accelerate the environmental transition. More than 400 new routes were launched in 2025 across the VINCI Airports network. In Brazil, VINCI Highways teams brought Via Cristais – a key national route left without an operator for several months – back to full strategic functionality in less than a year through rapid infrastructure improvements.



positive impact

THE PPP MODEL, AN APPEAL ENHANCER

→ Cabo Verde, where the seven airports acquired by VINCI Airports in 2023 saw record-breaking traffic growth of over 60% in three years, showcases just how effective the public-private partnership (PPP) model can be. Phase one saw €80 million invested in modernising infrastructure and accelerating the decarbonisation of operations at Sal and São Nicolau airports. What's more, significant environmental improvements were made at the various airports: solar power plants were installed at Sal, Praia, Boa Vista and São Vicente airports; and oil interceptors and LED lighting were installed at multiple airports. A new phase is now underway, with €142 million set to be invested over three years.





Supporting sustainable regional development with concessions as a key component

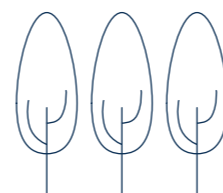
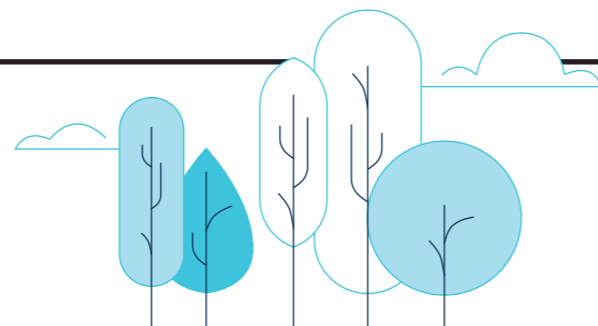
by 4 million passengers per year as of 2028. In Chile, VINCI Airports celebrated a successful 10-year partnership in 2025. A total of \$60 million was invested in expanding and refurbishing the domestic terminal in response to a 56% increase in domestic traffic since 2015, increasing its capacity to 20 million passengers per year. In Europe, VINCI Airports is also working with regions to prepare for the projected increase in air traffic. At the request of the Portuguese authorities, VINCI Airports, via its subsidiary ANA, has begun preliminary studies with a view to building a new airport in Alcochete, near Lisbon. In the United Kingdom, the northern runway project at London Gatwick, which aims to increase the airport's annual passenger capacity to 80 million, entered a new phase in 2025 when the concession grantor gave the green light for the pre-project phase.

An investor partner

Highway network management is another area where the concession model has proven effective. In France, where a major conference on mobility financing was held in 2025 at the government's initiative, VINCI Autoroutes is playing an increasingly central role as a partner in meeting regional investment needs. Looking beyond France, VINCI Highways, working in synergy with VINCI Construction Grands Projets, completed the extension and upgrade of the Vía Sumapaz highway in Colombia, and, together with its local partners in Greece, opened an extension to the Athens–Patras route from Patras to Pyrgos. Significant progress was also made on two PPPs. In Germany, construction of the B247 federal road continued. In Slovakia, phase one of the Vía Pribina expressway upgrade progressed.

By fulfilling its performance, upkeep and upgrade commitments, VINCI Concessions gives regions greater confidence in the concession model and public-private partnerships (PPPs). For instance, in the Dominican Republic, VINCI Airports had its concession contract extended by 30 years in 2023. It continues to support the island's development, investing over \$350 million in the construction of a new terminal that will increase Las Américas airport's capacity

OVER **\$350** m
invested in building
a new terminal at Las Américas airport
in the Dominican Republic.



success

AN EXEMPLARY HANDOVER

→ France's first railway PPP – the €1.5 billion fifteen-year contract signed in 2010 between VINCI Concessions subsidiary Synerail and SNCF Réseau for GSM-Rail, a digital communication system for safe and efficient railway operations – reached a successful conclusion in March 2025. Commissioned in 2016 across 11,754 kilometres, the GSM-Rail network now covers 16,683 kilometres of track that carry over 80% of the country's rail traffic, with 99.99% availability at critical sites in 2024. Contractual performance targets were met and in some instances exceeded. The system was handed over to SNCF Réseau in full working order. This initiative underscores the importance of innovative financing in supporting private investment and accelerating the shift to low-carbon mobility.



Enhancing connectivity by bringing infrastructure in line with the highest standards

Well-connected regions are appealing and prosperous regions. All over the world, roads and railways link and unite regions, forming a network that is vital to economic activity and social and cultural cohesion. In island nations (including Japan and Cabo Verde) or very vast countries (such as Brazil), aviation is essential for transporting both people and goods. As a leader in airport and highway concessions and an innovative partner

in rail development, VINCI Concessions invests over €1 billion annually in the mobility infrastructure entrusted to it. In doing so it creates lasting value, modernising facilities, strengthening their resilience, optimising their environmental performance and improving operational safety.

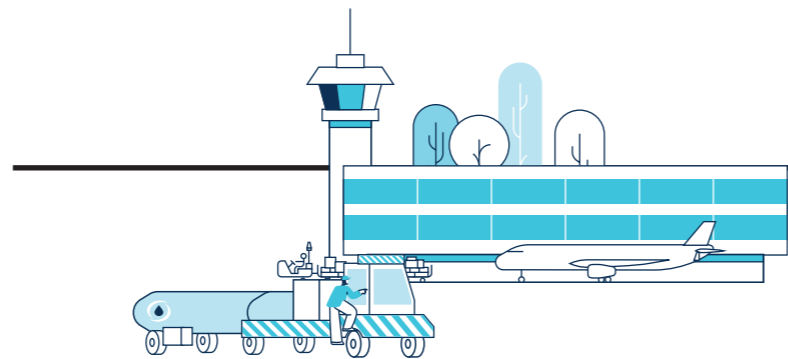
An exemplary project in a dense urban environment in Toulon

A prime example of this long-term commitment to supporting regions is the A57 transformation project, which widened a section of the highway running through the Toulon metropolitan area to three lanes in both directions. This major project, worth €300 million, was fully financed by VINCI Autoroutes under Escota's concession contract. Four years of works were carried out, profoundly transforming a key stretch of highway used by an average of 110,000 vehicles per day. Against a backdrop of accelerating urbanisation and persistent congestion issues, the project has greatly improved traffic flow and road safety – not only by widening the highway to three lanes in both directions, but also by promoting alternative everyday mobility options, notably through the provision of dedicated public transport lanes and the creation of two bus stops on the highway. Five interchanges were reconfigured to accommodate active modes of transport, with dedicated lanes for cyclists and pedestrians. Lastly, the project stimulated the entire local economy, particularly the construction and public works sectors.



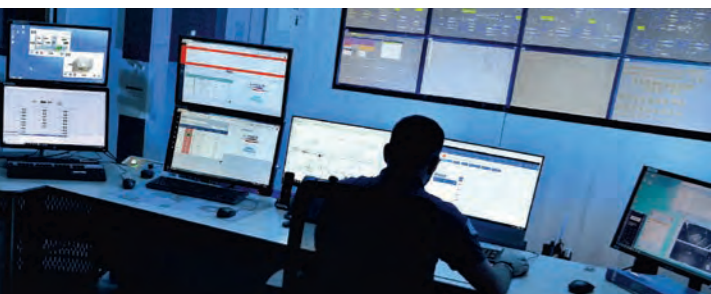
€730 m

to be invested over the course of the concession at Belgrade airport to turn the facility into a sustainable hub for Southeast Europe.



Delivering on excellence

VINCI Concessions has developed unique expertise in railway operations and maintenance through the SEA HSL concession. In 2025, punctuality on the line was over 99% (considering only incidents attributable to the concession holder). To enhance performance and safety, VINCI Concessions subsidiaries LISEA and MESEA are continuing to develop SEACloud – their shared line data processing and modelling platform – using tools such as AI, enabling predictive maintenance and improved asset management.



innovation

PREDICTIVE MAINTENANCE

→ Maintenance is essential for ensuring service continuity across highway infrastructure. In 2025, VINCI Highways commissioned Smart Tunnel – an innovative predictive maintenance tool that collects data from various pieces of tunnel equipment – in four new tunnels on the Patras ring road in Greece, ahead of a rollout across all tunnels on the Olympia Odos highway. Smart Tunnel is expected to reduce system downtime by 30% and improve maintenance response times by 25%.



Offering passengers from all over the world the best possible airport experience

Maintaining a high quality of service and continuously improving the customer experience are core commitments for VINCI Concessions and its divisions. More than just places to catch flights, airports in the VINCI Airports network must provide passengers with a unique experience in an efficient, pleasant and relaxing environment. To make this possible, VINCI Airports has developed modular signage and furniture ranges that airports in its network can adapt and

deploy according to the needs of their customers, the local context and their investment plan. At each airport, its teams work with airlines to introduce new routes or increase frequencies on existing ones based on demand, and with partner brands to offer a range of services and retail options to suit every type of customer.

Strong performance across the board, from the UK to Japan

Belfast International airport, which joined the VINCI Airports network in 2018, inaugurated the £25 million first phase of a £100 million five-year investment programme in May 2025. The new terminal extension features a security hall with next-generation equipment. Passengers now have access to a new 1,600 m² duty-free area, which features iconic global brands as well as local favourites. Another good example is Japan, where around 28 million visitors were expected during the six-month World Expo 2025 in Osaka. Following extensive modernisation and expansion works at Terminal 1, Kansai International airport was ready to welcome visitors for the historic event. The airport can now handle 40 million passengers per year, and passengers can now shop in Japan's largest walkthrough duty-free area and in spaces designed to reflect the diverse profiles of passengers travelling through the airport. For the past decade, VINCI Airports has played a key role in the development of Kansai International airport, enhancing the Osaka-Kansai region's appeal and connectivity while supporting the airport's environmental transition.



VINCI Autoroutes' promise of an enjoyable journey

A 30-second advertisement illustrating VINCI Autoroutes' #BienVoyager (Enjoy Your Journey) promise was broadcast on television and social media in 2025. It was filmed on the VINCI Autoroutes network and features company employees – highway personnel, control post and traffic information centre supervisors, and journalists from Radio VINCI Autoroutes – and employees from retail and EV charging infrastructure partners. Infused with warmth and gentle humour, the advertisement shows the dedication of VINCI Autoroutes teams in serving the 5 million people who use the network every day.

40 m

passengers per year – that's the capacity of Kansai International airport (KIX) in Japan since the modernisation and expansion works were completed.



innovation

VIRTUAL AGENT

→ To better guide and assist customers and passengers, Lyon-Saint Exupéry airport tested a virtual agent – an animated character who greets users with “Hello, I’m Lisa.” – in 2025. It was installed on two interactive kiosks in Terminal 2. Combining agentic AI, 3D animation and voice interaction, this innovative solution is available 24/7 and enables passengers to interact with an avatar that understands spoken requests in around 30 languages and provides information in French and English.

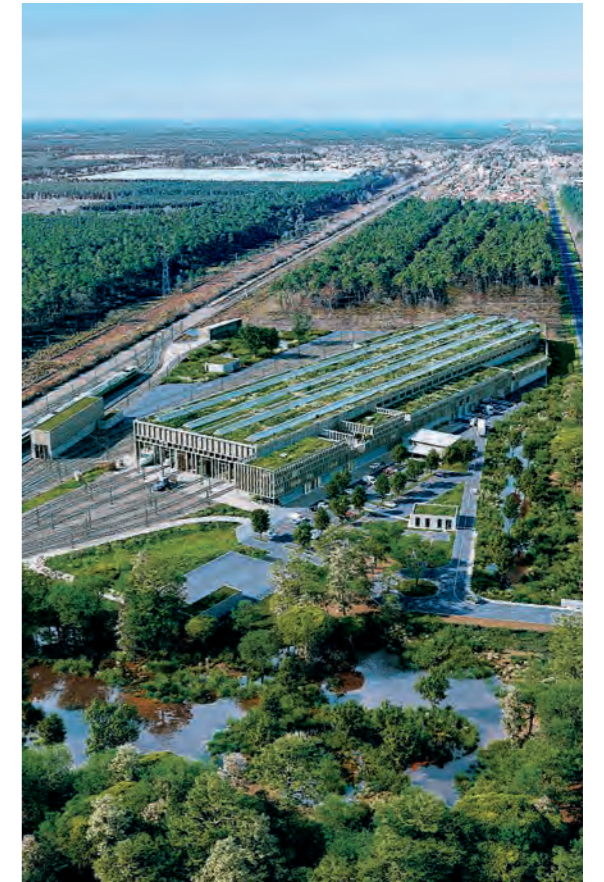




Supporting growth by deploying infrastructure that meets today's challenges

If the mobility sector is to continue growing and successfully navigate its transition, it needs infrastructure that meets the highest standards. As a low-carbon, efficient mode of transport, rail is a key driver of positive regional transformation. Since 2011, VINCI Railways has, through its subsidiary LISEA, held the concession for and operated the SEA HSL, which makes it possible to travel between Paris and Bordeaux in 2 hours and 3 minutes. Under a 50-year concession contract, LISEA, as infrastructure

operator, assumes full responsibility for all risks associated with the project. Its model, supported by fees collected from railway operators that use the line, ensures the line is managed efficiently and with due regard for long-term socio-economic and environmental commitments. Since the French rail market opened up to competition in 2020, LISEA has played a key role in supporting new entrants. One illustration of this is the train maintenance and storage facility it is building in Marcheprime, near Bordeaux. As France's first independent railway maintenance centre, it will play a strategic role in opening up the market and support new entrants – such as the independent French operator Velvet, which plans to put 12 new TGV trainsets into service from 2028. Representing an investment of over €250 million, the facility is set to accelerate the opening up of the railway market in France, particularly along the Atlantic corridor. LISEA therefore supports the development of new services, whether they involve new entrants or the incumbent operator. To encourage this development, VINCI Railways has introduced a five-year incentive scheme for operator fees, offering a discount of 40% the first year and increasingly smaller discounts the following years.



28 m

passengers could travel on the SEA HSL in 2028, up from 23 million in 2025.



positive impact

SMOOTHER, SAFER TRAVEL

→ In the north of the German state of Thuringia, VINCI Highways hit a major milestone in 2025 in the construction and widening of the B247 federal road, a project carried out in synergy with VINCI Construction. This new road link between the towns of Mühlhausen and Bad Langensalza has been designed to improve traffic conditions for an estimated 15,000 vehicles per day, including roughly 15% heavy goods vehicles. The works are being carried out under a 30-year PPP established with DEGES, the Germany public agency responsible for developing transport infrastructure. The B247 will be the first federal road built and operated under a PPP in Germany. The project represents an investment of €500 million.



In 2025, VINCI Autoroutes invested around €600 million, primarily in building interchanges, modernising and improving networks, and maintaining roadways and structures.



Working towards a better tomorrow

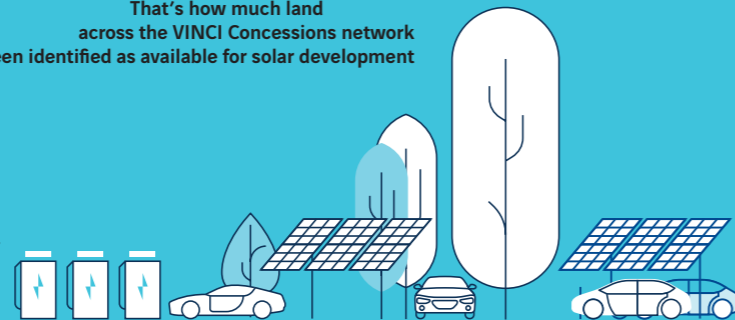
Our commitments and ambitions

2,200 hectares

That's how much land
across the VINCI Concessions network
has been identified as available for solar development

110

ultra-fast charging stations with
a total of 828 charging points –
that's the scale of the network VINCI Concessions
has pledged to roll out in the Berlin, Hamburg
and Leipzig areas in Germany



2030

Between now and
VINCI Concessions is working with industry
partners to ensure that certain airports within the Group
have access to
synthetic sustainable aviation fuel (e-SAF)
under the Refuel EU Aviation mandate



Acting as a long-term partner

As a partner, we make concrete commitments and formalise them in long-term contracts that are robust enough to withstand geopolitical volatility. For VINCI Autoroutes, 2025 marked the approval of Escota's maintenance and upgrade works programme, aimed at ensuring the infrastructure is in good condition when the concession contract comes to an end. For Cofiroute, an amendment to the plan implementation agreement was signed in January 2026, following a constructive dialogue with the French State as concession grantor, for a total investment of around €350 million. Looking beyond France, we continue to invest in order to support the development of regions that have chosen to work with us. At Belgrade airport, which recorded its busiest year ever with over 8 million passengers in 2025, a new extension programme is underway. In the United Kingdom, VINCI Airports is pressing ahead with a £100 million five-year investment programme at Belfast International airport, with phase one completed in 2025.



Anticipating growth in the mobility sector

Accommodating future traffic growth with efficient, appropriately scaled infrastructure requires both strong expertise and foresight. At London Gatwick airport, VINCI Airports teams are gearing up for a landmark project aimed at converting the existing standby runway so that it can be used at the same time as the main runway, which will increase the airport's annual passenger capacity to 80 million. In Portugal, the design of a new airport in Lisbon – one of Europe's largest infrastructure projects, led by VINCI Airports – is progressing in an atmosphere of trust with the local authorities. In France, the train storage and maintenance facility in Marcheprime, for which the foundation stone was laid in 2025, paves the way for opening up the rail market to competition.

Responding to needs on the ground

Our performance depends on our ability to provide concrete responses to local challenges, guided by usage patterns, traffic flows, and economic or demographic trends. In the United States, the integration of Northwest Parkway – a section of Denver's ring road network – into the VINCI Highways network has resulted in improved customer service and the adoption of a new visual identity inspired by Colorado's iconic scenery. In Japan, VINCI Airports teams ensured Kansai International airport was fully prepared for World Expo 2025 in Osaka, a historic event of major importance for the country's tourism industry. What's more, we are using the Smart Turnaround solution to streamline aircraft turnaround processes and, in turn, reduce ground time. In 2026, this solution will be rolled out across 150 aircraft stands at some of our busiest airports.

2

We take action every day to decarbonise mobility

VINCI Concessions achieved a **65% reduction** in its direct carbon emissions in less than 10 years and aims to reduce them by another two thirds by 2030.



A global ambition, a collective challenge and local solutions

VINCI Concessions endeavours to drive progress in sustainable mobility – a challenge that is critical to the long-term success and performance of our business.

Commit

We are stepping up our efforts to reduce our Scope 1 and 2 CO₂ emissions and support reductions in Scope 3 emissions in order to optimise resources thanks to the circular economy and preserve natural environments. We firmly believe that, far from being a constraint, adapting our infrastructure for the benefit of the environment is a powerful driver of innovation, efficiency and value creation.

Share

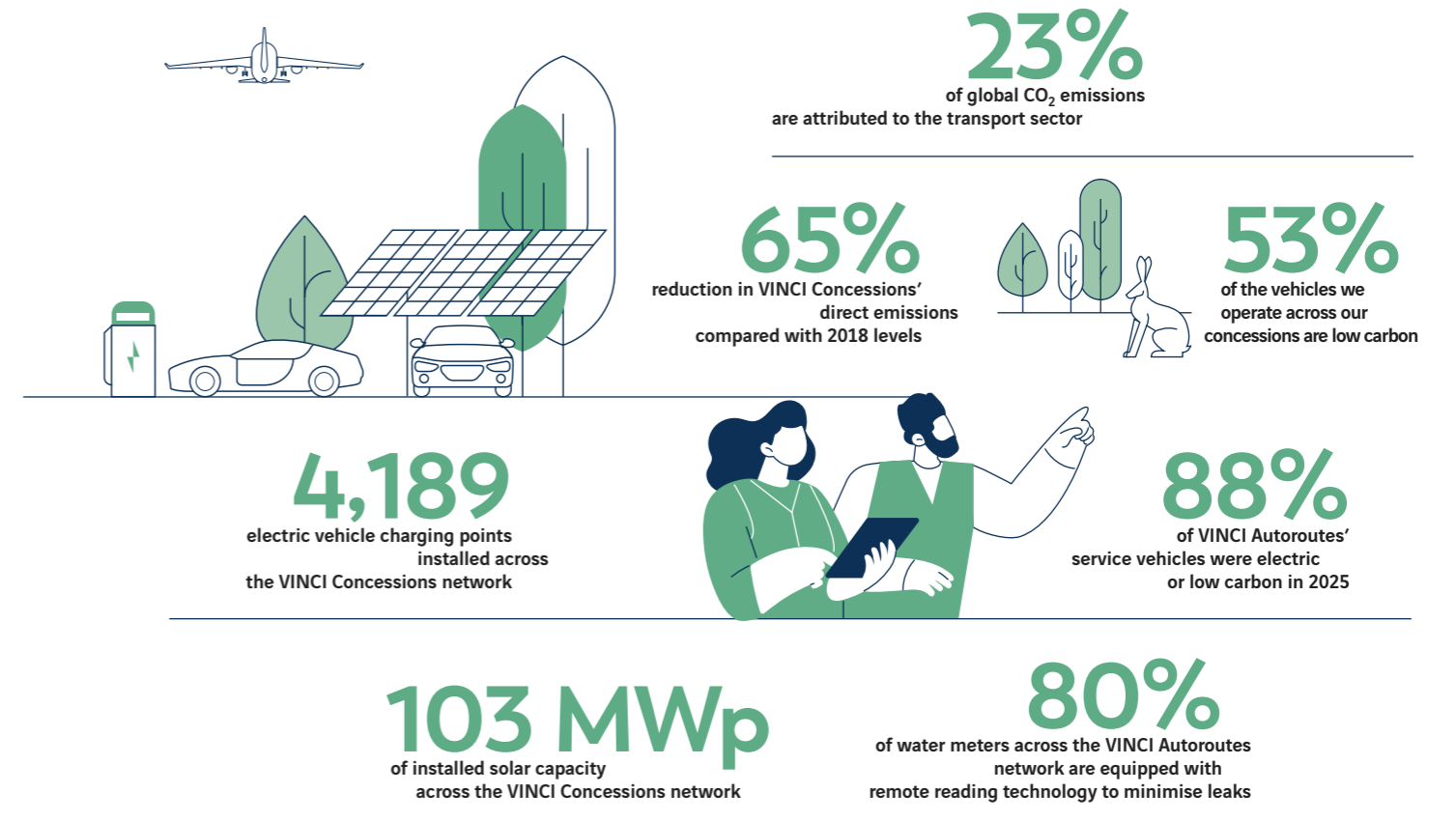
Everywhere we operate, we apply the same systematic and rigorous environmental approach across our infrastructure. We also strive to foster local momentum through exemplary achievements that are often regional firsts. These include Salvador Bahia airport receiving ACA Level 5 certification, as well as the development of Greece's largest highway photovoltaic programme ever along the Athens–Corinth–Patras highway – which is already the country's first fully LED-lit highway.

Adapt

As climate disruption accelerates, monitoring weather events and anticipating risks (flooding, drought, extreme heat, etc.) is becoming central to how we manage our infrastructure. Across the globe, our teams conduct targeted studies and, together with our stakeholders, develop action plans that strengthen the long-term resilience of buildings and infrastructure, while optimising the resources allocated to adaption projects.

Mitigate

In countries where we operate, we are actively working to decarbonise our entire value chain. We aim to achieve net-zero emissions across our direct operations by 2050. To make this happen, we are actively reducing our energy consumption by, for instance, performing energy audits and rolling out energy management systems, switching to LED lighting, replacing heating and air conditioning systems, and optimising tunnel lighting and ventilation. We are working to decarbonise our energy supply by developing on-site renewable energy generation for self-consumption, signing dedicated power contracts and replacing our fleets of internal combustion engine vehicles with electric or biofuel-powered alternatives.



Climate impacts

A NETWORK PUT TO THE TEST

Exposed to multiple climate events in 2025, the VINCI Concessions network is continuously working to strengthen its resilience. In Colombia, 25 landslides were recorded along the Bogotá–Girardot highway. In Greece, two consecutive wildfires affected operations between Patras and Pyrgos. In France, heavy rainfall and wildfires led to 10 major traffic stoppages or disruptions on the VINCI Autoroutes network between May and August. One of these fires, in the Aude department, crossed the high-speed rail line operated by LISEA, which prompted a major emergency response. In Mexico, Hurricane Erick impacted air traffic. In Portugal, Storm Jana brought winds exceeding 100 km/h and severely disrupted traffic in Lisbon and Faro. The commitment shown by our teams enabled an effective response to these extreme events.





Promoting sustainable mobility with an action plan that delivers

In line with VINCI Concessions' objectives, VINCI Airports has committed to an ambitious decarbonisation pathway. With 66 accredited airports – including six at ACA Level 5, the highest level possible – the VINCI Airports network is the number one international contributor to the Airport Carbon Accreditation (ACA) programme run by Airports Council International (ACI). Lyon-Saint Exupéry and Salvador Bahia reached ACA Level 5 in 2025, joining Toulon Hyères in France and Beja, Funchal and Ponta Delgada in Portugal, and are now among the few airports worldwide to have achieved net-zero Scope 1 and 2 emissions.

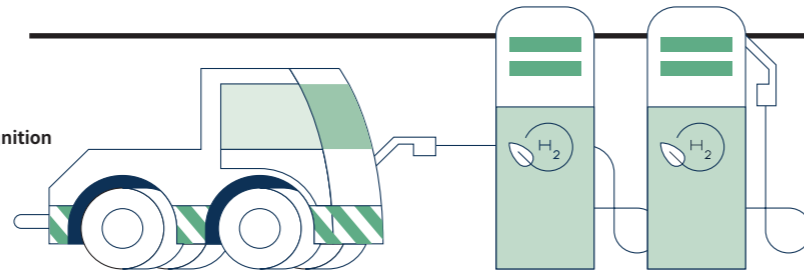
Exemplary commitment shown at Lyon-Saint Exupéry

Lyon-Saint Exupéry's environmental action plan, spearheaded by VINCI Airports as operator of the airport since 2016 – reduced the airport's direct CO₂ emissions by 94% between 2013 and 2025. The net-zero target, set for 2026, was met one year early. The airport has fully LED lighting, benefits from on-site solar generation and uses 100% green electricity. Its heating systems run entirely on biogas, with heat recovered from cogeneration. The airport's fleet of vehicles has been streamlined and electrified. In partnership with TotalEnergies, fast and slow electric vehicle chargers have been installed in the car parks. When booking a parking space, passengers can choose to offset their carbon emissions by contributing to reforestation projects carried out with the French national forestry agency (ONF) and NéoSylva. The airport is committed to sustaining the above reduction over time by keeping its emissions below 500 tonnes of CO₂ equivalent per year and offsetting its residual emissions through local reforestation projects awarded a low carbon label.



66

airports accredited under ACI's ACA programme – including 6 at ACA Level 5, the highest level possible – in recognition of their efforts to manage and reduce their CO₂ emissions.



innovation

MONITORING APU USAGE

→ Auxiliary power units (APUs) are kerosene-powered turbine engines that provide electrical power when aircraft are parked and their main engines are switched off. VINCI Airports is testing thermal and acoustic cameras developed by the start-up Waltr to optimise APU run times during ground operations, with the goal of reducing CO₂ emissions and noise pollution.



Making low-carbon mobility a reality by transforming our infrastructure

All of VINCI Concessions' subsidiaries prioritise climate change mitigation and are taking action on several fronts to reduce their CO₂ emissions. In 2025, the Athens–Corinth–Patras highway became Greece's first fully smart LED-lit highway. Over 5,000 lighting units were installed on the Corinth–Patras section of the highway and connected to a system that manages each one individually. This investment has reduced electricity consumption by over 55%. Meanwhile, heating system upgrades are ongoing.

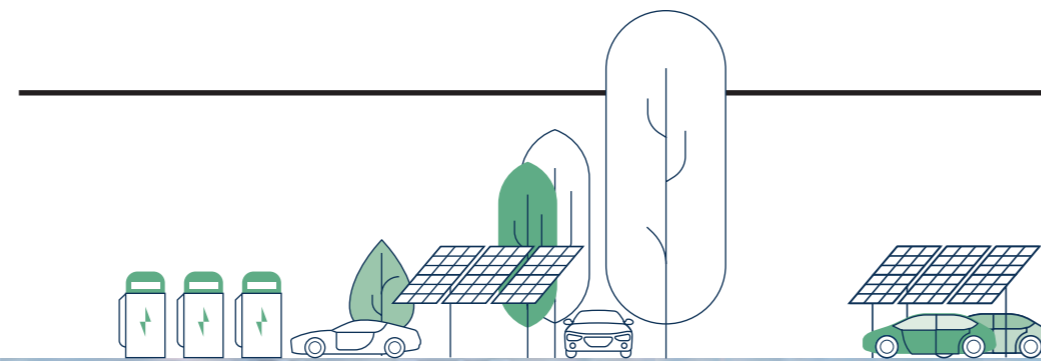
At Faro airport in Portugal, for instance, propane boilers have been replaced with heat pumps. On the Bogotá–Girardot highway in Colombia, the first electric maintenance, patrol and emergency response vehicles have entered service. The fleet will grow to 31 units by 2028.

A rapid and successful rollout in Brazil

In Brazil, VINCI Concessions' environmental roadmap was rolled out rapidly across airports and highways under concession, with remarkable results. Entrevias, a 570-kilometre highway in the state of São Paulo, has become the first highway in VINCI Highways' network in Latin America to be fully powered by renewable electricity, sourced through a combination of renewable energy purchase agreements and on-site solar generation. Installed at toll plazas and inspection stations, 12 photovoltaic power plants generate 2.2 megawatt-hours (MWh) of electricity per year, powering over 1,400 pieces of equipment and avoiding 166 tonnes of CO₂ emissions per year. Via Cristais, a 594-kilometre highway along the Rio de Janeiro–Belo Horizonte–Brasília corridor, joined the VINCI Highways network in 2025 after several months without an operator and has already switched to 100% renewable electricity and converted to LED lighting. The early synergies between the two highways foreshadow the rollout of a comprehensive environmental programme, with major works planned for 2027. Salvador Bahia airport, which has been modernised by VINCI Airports since 2018, now operates entirely on renewable electricity.



OVER **11,000** photovoltaic panels installed at Salvador Bahia airport, meeting over 30% of its electricity needs.



adaptation

CLIMATE RESILIENCE

→ To strengthen its network's resistance to climate risks, Entrevias conducted an initial preliminary vulnerability assessment in 2025 covering the following hazards: wildfires, flooding, extreme heat and landslides. As wildfires have had the most significant impact in recent years, a specific adaptation plan has been developed. A comprehensive climate adaptation plan is expected in 2026.



Just two years after joining the VINCI Highways network, Entrevias was named the top concession in the state of São Paulo for 2024 by the road authority ARTESP.

Increasing our positive impact by decarbonising our energy mix and that of our clients

As part of its decarbonisation pathway, VINCI Concessions has launched an ambitious solar programme, with over 103 MWp of installed capacity across its network already. The solar power plant at Lyon-Saint Exupéry airport, commissioned in 2025, is one of the largest solar canopy plants in France, with a capacity of 20 MWp. In Scotland, one of the first ground-mounted airside solar farms in the United Kingdom was inaugurated in 2025 at Edinburgh airport. Backed by £2.1 million in funding from the Scottish

government, this facility already meets around 27% of the airport's energy needs. In Brazil, the 570-kilometre Entrevias concession is now fully powered by solar energy. In Denver in the United States, new solar panels were installed along Northwest Parkway, bringing the infrastructure's total solar capacity to over 150 kW and now supplying around 75% of the energy needed by its administrative and maintenance facilities. A new project is already underway to reach 100% renewable energy in the coming years.

Supporting electromobility

A successful energy transition also depends on decarbonising end uses. To speed up this transition, VINCI Autoroutes and VINCI Highways are promoting electromobility by equipping their networks with charging stations. In Lower Saxony in Germany, VINCI Concessions inaugurated the first of 110 electric vehicle charging sites planned under a 12-year contract awarded by the German Federal Ministry of Transport and Digital Infrastructure. In France, all service areas and some rest areas along the busiest routes in the VINCI Autoroutes network are now equipped with electric vehicle charging stations, making it the most extensively equipped highway concession network in the world.

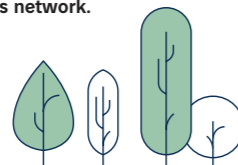


Biofuels, a tool for aviation decarbonisation

The provision of sustainable aviation fuel (SAF) is an integral part of VINCI Airports' strategy to support the decarbonisation of the aviation sector. In 2025, 17 airports in the VINCI Airports network offered SAF.

OVER **103 MWp**

of photovoltaic capacity already installed across the VINCI Concessions network.



innovation

PHOTOVOLTAICS

→ In Clérac in southwestern France, VINCI Concessions subsidiary SunMind installed a solar power plant comprising multiple structures – photovoltaic canopies over parking and storage areas, as well as a photovoltaic awning – at the MESEA railway maintenance base in 2025. The plant is equipped with 654 low-carbon photovoltaic panels, with a combined total capacity of 500 kWp, and can generate up to 570 MWh of electricity per year. All electricity generated is fed into the distribution network. Two additional power plants are planned for 2026 at MESEA's maintenance bases in Nouâtre and Villognon. With a capacity of 2,600 kWp and 750 kWp respectively, these two power plants will bring the total installed capacity across MESEA sites to 3.85 MWp.

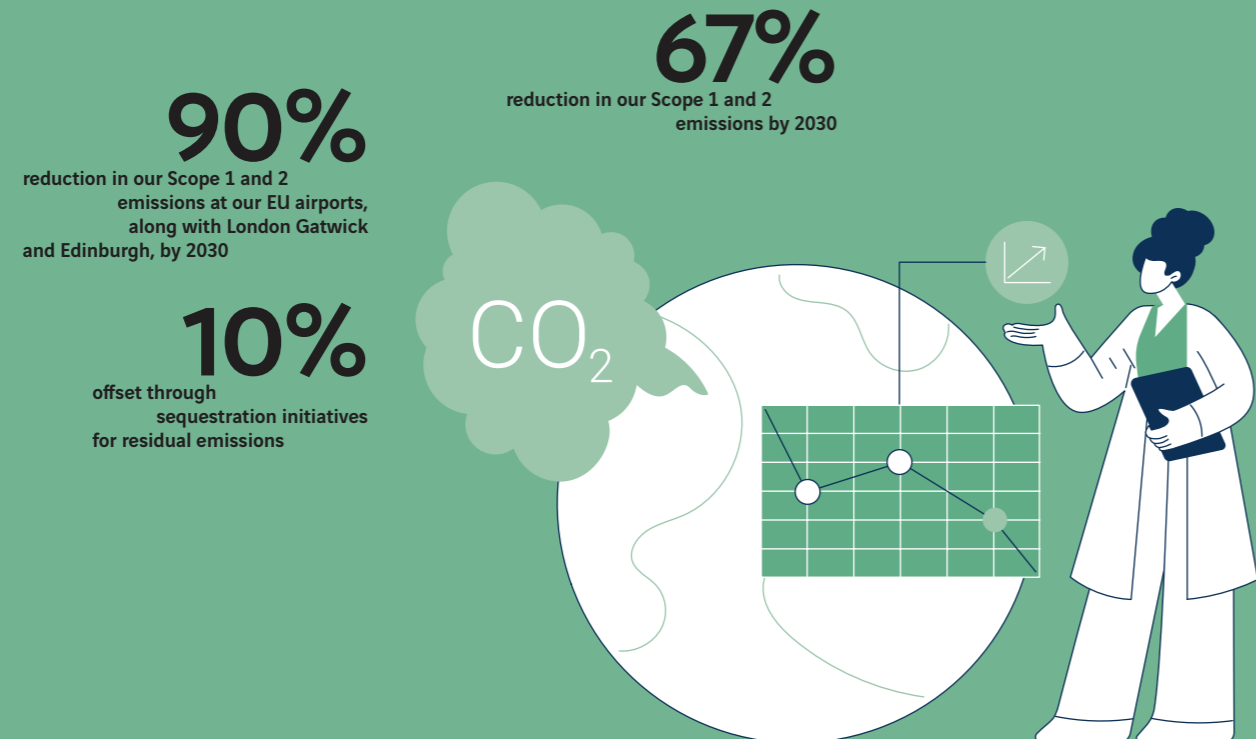
No. 1

highway concession network in the world based on the number of charging points.



Working towards a better tomorrow

Our commitments and ambitions



Setting an example in reducing Scope 1 and 2 emissions

In the face of the climate emergency, we are showing strong leadership by targeting net-zero emissions across our own operations by 2050. We met our initial objective of reducing our direct greenhouse gas emissions by 51% between 2018 and 2030 ahead of schedule, back in 2023. We have therefore set a more ambitious target of a 67% reduction by 2030. To rise to this challenge, we are reducing energy consumption across our networks, decarbonising our energy supply by expanding solar power generation and replacing our fleets of internal combustion engine vehicles with electric alternatives.



Driving collective action in reducing Scope 3 emissions

We take action across our value chain to help clients, partners and users reduce their emissions. In Europe, our highway network now has the highest density of electric vehicle charging stations – and dense coverage is essential for electromobility to truly take off. We support the aviation sector’s transition through modulated fees (the cleaner the aircraft, the lower the fee) and encourage fleet renewal while incentivising our airline clients to use sustainable aviation fuel (SAF), which is available at 17 airports across our network.

Stepping up biodiversity protection

The transport infrastructure we operate takes up a considerable amount of land, which means sustained vigilance is essential to protect natural environments and biodiversity. This commitment to biodiversity protection is one of the pillars of our environmental policy. We are delivering on it through reduced water consumption, zero use of plant protection products as of 2025 (except in the United Kingdom), habitat protection and restoration, the creation of wildlife crossings, and compensatory measures. Around the maintenance and storage facility in Marcheprime, more than 64 hectares will be added to the 3,800 hectares already managed by VINCI Railways subsidiary LISEA. To better oversee this aspect of our biodiversity commitment, we initiated work on defining a naturalness index for our entire network in 2025 and tested this indicator at around 10 airports and on five highways.

Better preserving natural resources

We are working to minimise the carbon footprint of our operations. Our goals include recovering 100% of our waste by 2030, limiting raw material extraction and incorporating more recycled materials into our projects. In parts of the world where formal recycling channels do not exist, such as Latin America and Cambodia, we set up sorting centres at our airports and support informal waste pickers in building a structured, safe recycling system. By the end of 2025, 92% of asphalt aggregates from works carried out on the VINCI Autoroutes network had been recovered, with 46.5% recycled on VINCI Autoroutes worksites.

0
pesticides across our infrastructure since 2025⁽¹⁾

0
waste sent to landfill across all our infrastructure by 2030

(1) except in the United Kingdom.

3



We view safety as a top priority



The lost-time workplace accident rate among VINCI Concessions teams is **3.6 times lower** than it was in 2016.

Raising widespread awareness of our safety culture

The safety of our teams, passengers and infrastructure is an absolute strategic priority for VINCI Concessions and a cornerstone of its performance. We place great emphasis on the safety of our own employees, as well as that of temporary staff and subcontractors' employees. We are working to make our infrastructure safer and raise public awareness of safety issues, particularly on the roads.

Invest

Across all our operations, we hold ourselves to the highest safety standards and deliver measurable results. In Peru, for instance, Lima Expressa, which joined the VINCI Highways network in 2016, has reduced the number of serious accidents on the Via de Evitamiento and Linea Amarilla expressways by 70%. The infrastructure features a state-of-the-art operations control centre, enhancing both service quality and driver safety.

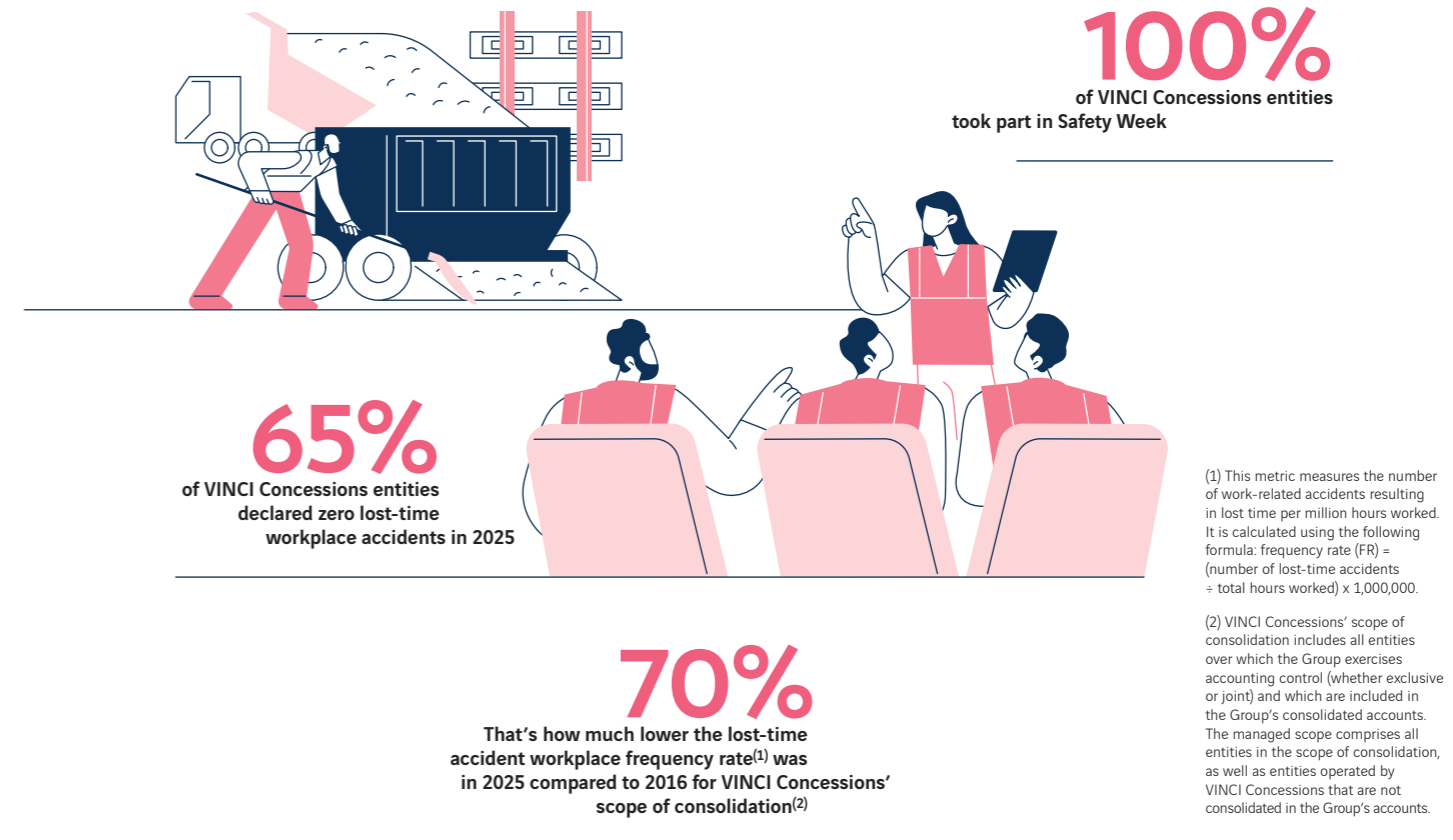
Raise awareness

We promote a culture of safety among our 30,000 employees worldwide, as well as users, clients and suppliers. At VINCI Autoroutes, for example, 50% of all training modules offered relate to prevention.

Our commitment is further demonstrated through large-scale public prevention campaigns, such as those run by VINCI Autoroutes in France. In 2025, the "Quand allez-vous percuter?" (When is it going to hit home?) campaign, launched with the VINCI Autoroutes Foundation to urge drivers to look out for the safety of patrol crew members responding to incidents, featured a travelling exhibition showcasing vans struck during the year across the network as well as a new awareness-raising video that generated 38 million views on social media. The VINCI Autoroutes Foundation also ran its first social media campaign highlighting the dangers of nitrous oxide use, particularly while driving. Furthermore, VINCI Railways subsidiary MESEA recorded 20 consecutive months without a lost-time accident, thanks to its "Tous préventeurs" (All for prevention) initiative, which involves all employees in risk prevention.

Innovate

Protecting our teams, users and infrastructure also calls for innovative solutions. Using cameras, sensors, alert systems and AI-driven algorithms, we can identify hazards, anticipate risks and intervene when we need to.



safety week

A GLOBAL INITIATIVE

→ In May 2025, the sixth edition of Safety Week united VINCI Concessions subsidiaries worldwide around a common theme, "From detection to action: a shared commitment to risk prevention", encapsulated in the slogan "stop, think, act". Across all infrastructure, activities, training sessions, situation simulation exercises, safety drills and best-practice sharing sessions encouraged employees to identify risks and take concrete action to keep everybody safe – their colleagues, subcontractors, users and passengers.





Preventing mobility-related risks by taking action every day

Maintenance is a key factor in achieving operational excellence and ensuring the safety of the infrastructure we operate. Across all our concessions, we have the right resources and expertise to maximise the availability of equipment and networks.

A public-interest mission

The effort our teams put in day in, day out is what keeps our infrastructure at its best in terms of availability. In Colombia, the Vía Sumapaz concession handles nearly 35,000 assistance operations every year. Across the VINCI Autoroutes network, more than 1,200 events of all types occur every day. During the winter, over 2,000 employees and 700 service vehicles

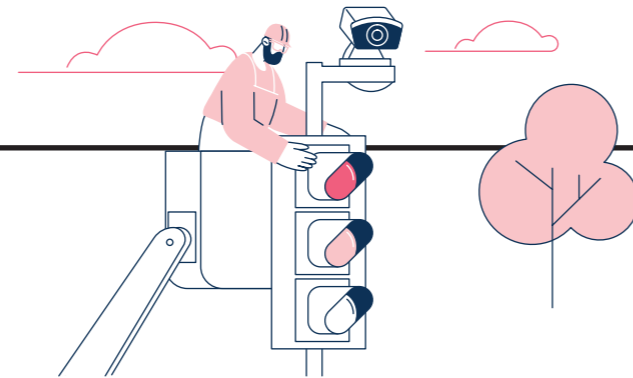
are deployed to ensure 24/7 response capabilities during snow or ice warnings. These trained, experienced professionals closely monitor driving conditions based on weather forecasts to ensure that road users are as well informed as possible ahead of their journeys and that the network remains safe and operational in all weather conditions.

Professional expertise augmented by technology

As the concession holder for the Athens-Corinth-Patras highway, VINCI Highways has, via its Olympia Odos subsidiary, deployed the Smart Tunnel system on its network. Internet of Things (IoT) sensors installed on tunnel equipment collect real-time data. Smart Tunnel uses AI technologies, including statistical learning for real-time monitoring and fault identification, to anticipate maintenance needs, ensuring continuous availability of critical tunnel equipment. In France, LISEA and MESEA are driving innovation in railway maintenance on the SEA HSL. They are developing predictive maintenance solutions by leveraging rail infrastructure data collection systems, a platform called SEACloud, and expert contributions. For instance, Géovioie monitors changes in track geometry, ensuring maintenance is carried out at the right time. Other apps have been developed for track switching (AiguiAlges) and signalling cable insulation (Isola).



AROUND **100**
assistance operations per day on the Vía Sumapaz concession in Colombia.



innovation

RESPONSIBLE DRIVING

→ LISEA and MESEA used big data and AI to understand the mechanisms driving railway track deterioration and model changes in track condition over time. This has resulted in better-targeted maintenance, with 20–30% fewer operations and improved overall track quality. This innovation was among the winners of the “AI for Efficiency” call for expressions of interest launched in 2025 by the French Directorate General for Enterprise.

A strong connection with users

VINCI Autoroutes has engaged directly with users of its network through a communication strategy highlighting its employees, 267 of whom acted as media spokespeople in 2025, including 73 patrol crew members. Another effective means of reaching network users is Radio VINCI Autoroutes (107.7 FM), particularly the programme “Les routiers sont toujours aussi sympas”, which celebrated five years on the air in May 2025. This highway media outlet is an essential source of information, with 90% of listeners saying it provides information they cannot get via other media outlets (source: Ipsos).





Enhancing safety by investing in innovative solutions

Safety is a field of innovation in its own right, supported by centres of excellence. The centre of excellence in Villognon, France, develops solutions dedicated to high-speed rail maintenance, leveraging models that combine artificial intelligence and professional expertise to guarantee safety, optimise maintenance and ensure line availability.

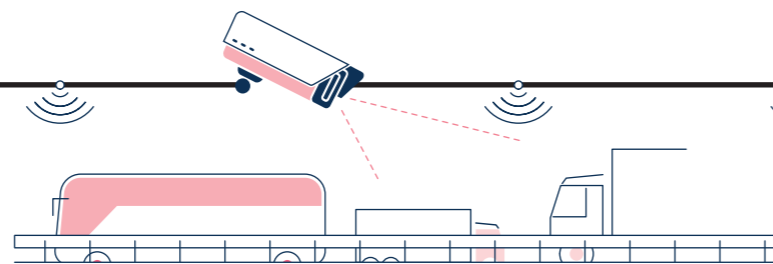
Detect, alert, prevent

On highways, collisions with patrol vans are a major issue. In 2025, 46 emergency response vehicles were struck on the VINCI Autoroutes network – one per week on average.

To prevent such incidents, VINCI Autoroutes subsidiary Cyclope.ai developed PatrolCare, an alert system designed to protect patrol crews on duty. Less than two seconds after a patrol van stops, a camera creates a detection zone extending 200 to 250 metres behind the vehicle and across adjacent lanes. If the footage analysed in real time by AI shows a vehicle on a dangerous trajectory within this virtual corridor, a loud alarm – exceeding 120 decibels – sounds to alert both the patrol crew and the driver. In 2025, over 100 VINCI Autoroutes patrol vans were equipped with this system, which won the 2024 Road Safety Innovation Award. In other parts of the world, other risks pose a threat to infrastructure and teams. In Brazil, dealing with vegetation fires presents an operational challenge for the Entrevias network, which is located in the heart of São Paulo’s agricultural belt, where fire is sometimes used to extend farmland. The highway’s surveillance cameras now use AI to detect smoke or fire outbreaks in real time. Lastly, airports face other challenges. At Lisbon and London Gatwick airports, for instance, VINCI Airports has installed automatic image recognition systems to detect debris on runways.

LESS THAN **5 mins**

That’s all it takes for the first AI-powered automatic incident detection system on the Lima Expressa network in Peru to detect over 95% of incidents.



innovation

BIG DATA

→ The VINCI Highways centre of excellence in Peru drives innovation in road infrastructure safety by making extensive use of digital technologies. For example, it has enabled Lima Expressa to roll out the first automatic accident detection system, which detects over 95% of incidents in under five minutes by leveraging artificial intelligence and big data used in Peruvian road concessions.



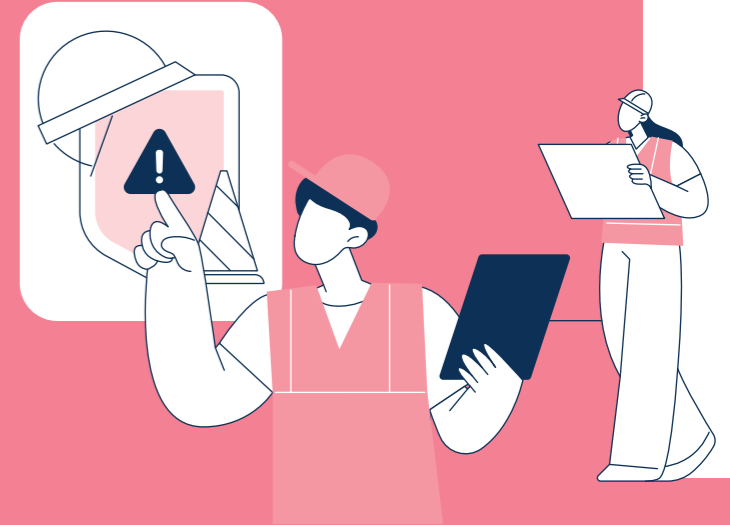
Working towards a better tomorrow

Our commitments and ambitions



Placing safety at the heart of our value chain

Our safety policy is championed by a safety committee, which meets twice a year and is chaired by the Chief Executive Officer. This policy sets out practices and requirements across five pillars: training our employees; engaging and assessing our managers; conducting in-depth analyses of risks and accidents; sharing and communicating them; and spreading our safety culture in every country by involving our employees, their representatives and external companies. Each of our entities implements its own safety action plan. Lastly, during construction and operations, our subcontractors and on-site personnel are integrated into our health and safety management system.

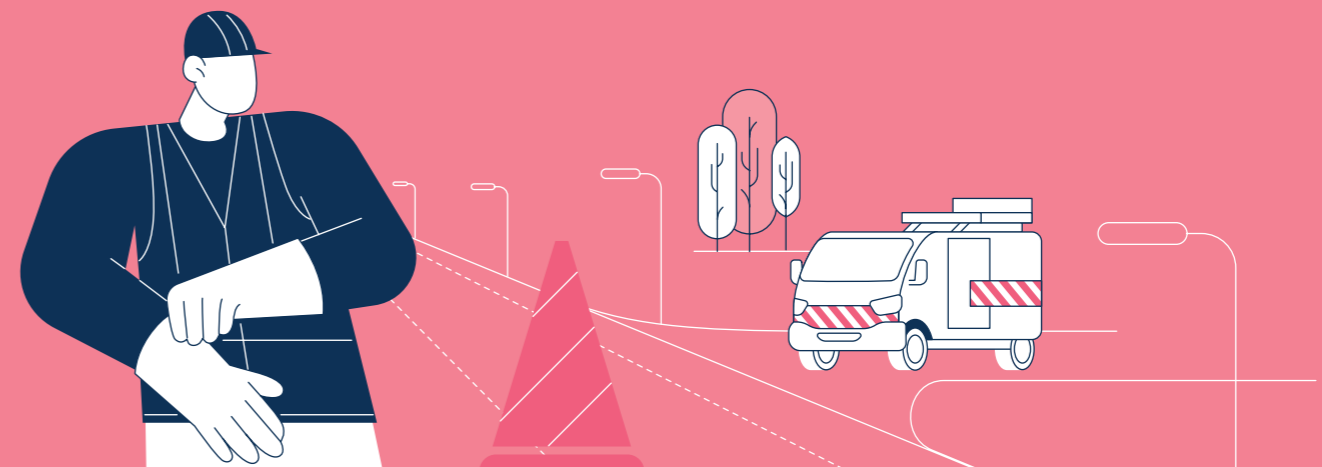


Raising awareness to help spread our safety culture

Our managers are responsible for promoting our health and safety culture within their teams. A network of champions helps spread this culture across the organisation and share best practices developed in different subsidiaries and countries all year long, particularly during the annual Safety Week. In France, for example, VINCI Autoroutes has rolled out Jarvis, an app that keeps a record of safety briefings and inspection reports and gives teams access to product safety data sheets.

Managing environmental risks

Mitigating and preventing environmental risks is integral to our commitment and responsibility as an infrastructure concession holder. VINCI Autoroutes has established a pollution incident management procedure, which is followed for any event that could impact the environment. This approach aligns with ISO 14001 certification requirements.



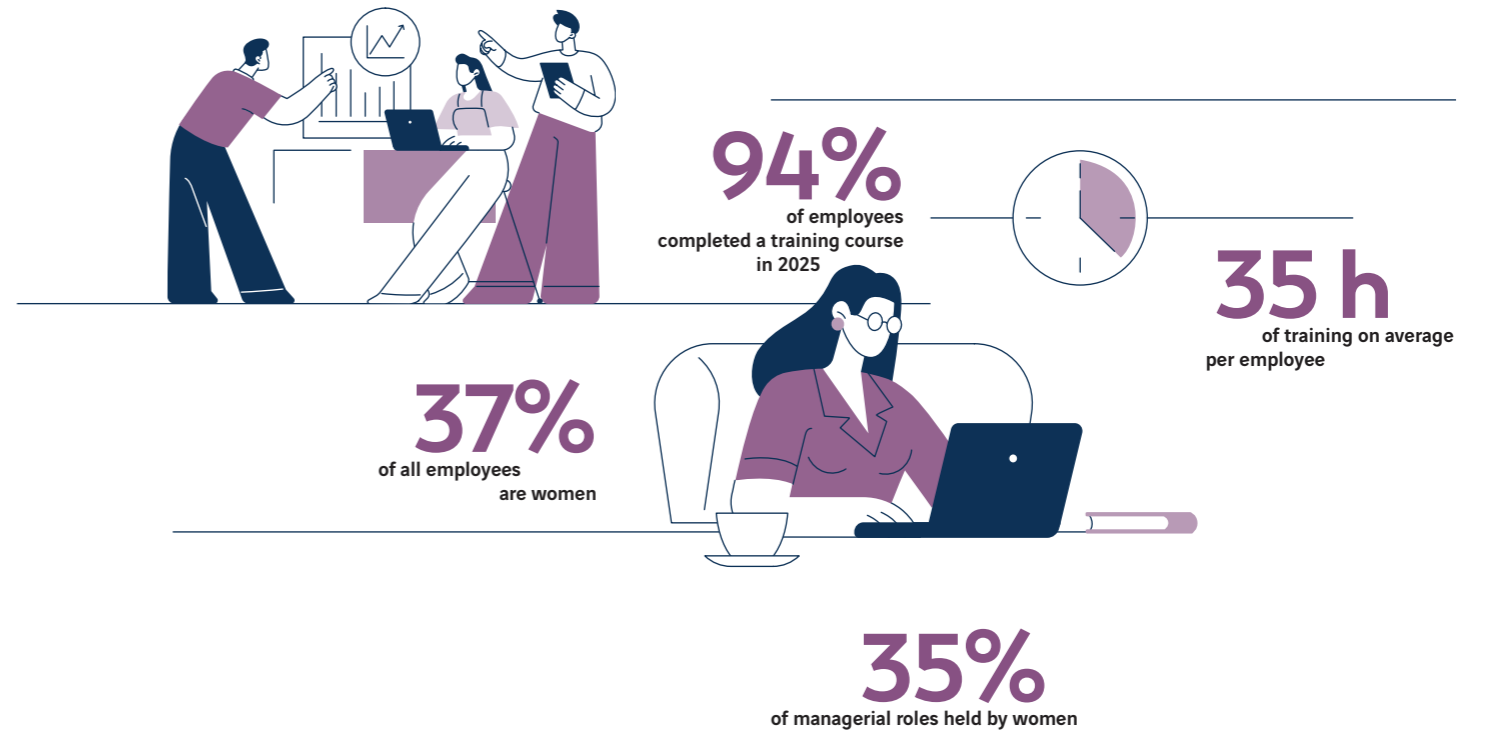
4

People are
the main driving
force behind
our performance



At VINCI Concessions, **37% of positions** are held by women and 50 nationalities are represented across our teams.

Leveraging inclusion and diversity to drive performance



Connecting the world means being present 24/7 to keep essential infrastructure – highways, airports and railways – up and running. This public-interest mission calls for committed teams. VINCI Concessions unites people from all walks of life, with a range of skills and unique stories, around shared values. This diversity is our strength and something we nurture and promote.

Broadening our hiring practices

Operating both globally and locally, we are a truly multicultural company. The breadth of our business lines and the geographic spread of our operations enable us to offer career and mobility opportunities to people with diverse backgrounds and stories. With a strong and attractive employer brand, we unlock and nurture potential in each individual. In Brazil, for example, it took just three months to recruit, train and integrate 300 new VINCI Highways employees, who now operate the Via Cristais highway. We recruited locally.

Supporting women's professional development

In a sector where women remain underrepresented, we seek to create an inclusive and stimulating work environment where everyone can thrive and contribute to innovation for the benefit of mobility and regions. In all the countries where we operate, we are working to increase the proportion of women in our teams at all levels of our organisation. We support women in their careers by offering them opportunities for progression in line with their individual talents and professional aspirations. Lastly, we regularly present our business lines in schools and universities, thereby preparing the next generation of managers.

Nurturing all talent

Best-practice sharing and skills development are at the heart of the training programmes we offer our employees. Our new "Culture Concessions" programme unites our teams around the fundamentals of the concession model everywhere we operate. The "Lead 4 Success" global leadership programme gives our managers the tools to succeed in a fast-changing world. At VINCI Airports and VINCI Highways, the "Business Games" immerse participants in simulated real-world scenarios that demand collaboration.

synergies

EXPERTISE SHARING WITHIN OUR GLOBAL NETWORK

→ Another strength of the VINCI Concessions network lies in its ability to share expertise and best practices. In 2025, VINCI Autoroutes teams assisted VINCI Highways teams in swiftly getting a new concession in Brazil fully up and running. Similarly, within the VINCI Airports network, teams from Lyon and Grenoble airports travelled to Cambodia to assist with the launch of Phnom Penh's new international airport, operated by VINCI Airports, while experts from Edinburgh airport provided technical support to their colleagues in Belgrade and Budapest.



Making the world a better place by supporting women in mobility

VINCI Concessions is committed to promoting gender equality and diversity within its teams. Increasing the proportion of women in mobility – a sector where gender equality has not yet been achieved – is a key pillar of this commitment.

Challenging stereotypes

The Women on the move network, rolled out internationally across VINCI Concessions' infrastructure, shines a spotlight on female role models throughout the year to encourage more women to join

the sector. Since 2019, VINCI Autoroutes' PluriElles programme has supported 14 talented women each year, pairing them with senior executive mentors. The Equal Plane network set up at London Gatwick airport in 2021 comprises over 160 members, who contribute ideas on topics such as maternity policy improvements, dedicated facilities for women, mentoring and training. What's more, the airport welcomed 70 girls from local schools on International Women in Engineering Day in 2025. In France, MESEA gave 21 girls from Alfred Rondeau middle school in Mansle-les-Fontaines, in the Charente department, an insight into careers in the railway sector as part of the Elles bougent programme.

Sharing the stories of trailblazing and inspiring women, past and present

Every year, campaigns highlight the essential contribution of women in the mobility sector. Created with International Women's Day in mind, a multi-week campaign spanning several countries, including France, invited passengers and users of VINCI Concessions' infrastructure to discover the stories of inspiring female employees. An innovative digital experience also enabled members of the public to interact, via generative AI, with women who blazed a trail in the mobility sector, such as Bessie Coleman, the first African American and Native American woman to earn a pilot's licence, and Alice Recoque, an artificial intelligence engineer. In Colombia, Vía Sumapaz has used its podcast series "Con Ellas en la Vía" (With them on the road) to highlight the important contributions women make every day.



68%

of VINCI Concessions' management committees have reached the 25% female representation target.



awareness-raising

WOMEN AT WORK: PREVENTING VIOLENCE

→ In Peru, women make up 55% of Lima Expressa's workforce. To mark the International Day for the Elimination of Violence against Women, Lima Expressa joined forces with Veolia and Equans in 2025 to launch a campaign under the theme "United against violence: promoting safety and respect for women". Its purpose was to raise awareness and prevent violence against women in public spaces and the workplace.





Meeting public expectations by building teams that reflect the people we serve

Concrete commitments

VINCI Concessions' subsidiaries are committed to fostering inclusion, diversity and equal opportunities and tackling all forms of discrimination and harassment. VINCI Autoroutes has set up a network of 80 diversity coordinators and officers to promote best-practice sharing along with inclusion, diversity and equal opportunity initiatives within the company. It has been a signatory to the LGBT+ charter since 2013. What's more, all of its managers and recruiters are trained in diversity and equal opportunity matters. Looking at the VINCI Airports network, Aéroports de Lyon won the ACI Europe HR Excellence award in 2025. This award recognises the concession holder's commitment to HR management and employee development, with a special focus on diversity, equity and inclusion (DEI). Furthermore, Aéroports de Lyon encourages its partners and service providers to contribute to ongoing efforts through Campus de l'inclusion, a programme supported by VINCI. Aéroports de Lyon has also established inclusive partnerships, including with the EuroGames – Europe's largest LGBT+ sporting event, which took place in Lyon in July 2025. Employees were invited to take part.

VINCI Concessions leverages its people's unique qualities and differences to drive performance and enhance its appeal as an employer. This diversity is a powerful driver of innovation and progress. Embracing diversity requires establishing and maintaining a collective, shared and protective framework that enables everyone to showcase their abilities.

80

diversity coordinators
and officers
at VINCI Autoroutes.



100%

of managers and recruiters
at VINCI Autoroutes are trained
in diversity and equal opportunity matters.





Supporting regions by creating long-term, inclusive and non-offshorable jobs

Socio-economic benefits generated at the heart of regions

All over the world, VINCI Concessions supports local development by fostering job creation and professional integration. In France, Lyon Aéro Emploi – an organisation created by Aéroports de Lyon in partnership with France Travail – makes it easier for people to find jobs with companies operating at Lyon-Saint Exupéry airport. Its eighth careers fair, held in 2025, led to almost 200 hires. VINCI Concessions’ subsidiaries also engage in efforts to reduce

early school leaving and improve job prospects for young people from disadvantaged socio-economic backgrounds. Salvador Bahia airport, in Brazil, and the Lima Expressa highway subsidiary, in Peru, have established partnerships with local schools and universities and offer targeted internship and employment opportunities. In the Dominican Republic, youth-focused integration and training programmes are being developed as part of Aerodom’s operations, contributing to local employment and skills development in airport careers. Lastly, VINCI Concessions’ subsidiaries are committed to raising awareness of the diverse careers they have to offer. In France, for example, MESEA organised the fourth edition of “Classe en entreprise” in Villognon in 2025, hosting 25 middle school students for a two-day immersion in railway maintenance.

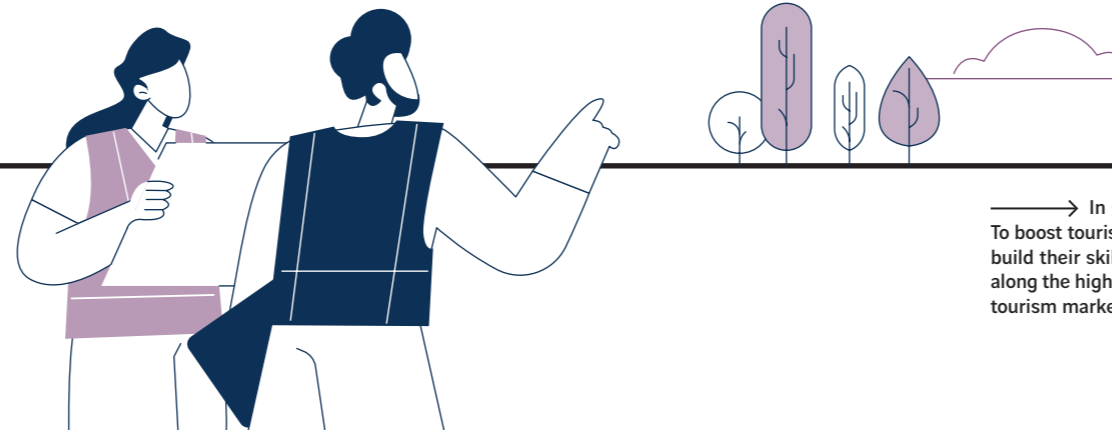
Local talent trained and nurtured

Mobility infrastructure offers numerous employment and training opportunities for local communities. In Brazil, to promote local employment, Entrevias gives priority to candidates living near the highway and those recruited without the necessary qualifications receive training in maintenance roles. In Hungary, Budapest airport has its own training centre, which offers dozens of programmes to train its employees and partners in airport management professions. In the United Kingdom, as part of the Dare to Dream programme, staff from London Gatwick airport have provided one-to-one mentoring sessions, focusing on themes such as self-awareness, mindset, resilience and employment.



NEARLY **200**

hires made as a result of
the 8th careers fair organised by Aéroports de Lyon.



impact

ON THE ROAD TO TOURISM DEVELOPMENT

→ In Colombia, the Bogotá-Girardot highway passes through a region with strong tourism potential. To boost tourism and ensure visitors receive a better welcome, Via Sumapaz decided to help local stakeholders build their skills. In 2025, over 20 businesses (restaurants, hotels and attractions) across the 13 municipalities along the highway benefitted from a two-month training programme in management, digital transformation and tourism marketing.



Making travel accessible for all with the help of our teams

For VINCI Concessions and its subsidiaries, every customer is unique. Welcoming them and helping them on their way with spaces and services designed around their needs is an ongoing responsibility and the foundation for a successful experience. This is particularly true for customers and users with disabilities or reduced mobility.

Improving accessibility and inclusion

Highway tolls vary according to vehicle class. Larger vehicles pay more than smaller ones. However, vehicles designed for people with disabilities are usually bigger than standard cars due to their accessibility features. On the VINCI Autoroutes network, class 2 vehicles with a reduced mobility sticker are automatically reclassified as class 1 vehicles.

To ensure a seamless toll experience, VINCI Autoroutes and its artificial intelligence subsidiary Cyclope.ai developed Tollsense, software that automatically downgrades category 2 vehicles to category 1 vehicles. Nantes Atlantique, a VINCI Airports-operated airport awarded the S3A label (for hospitality, assistance and accessibility) in 2022, enhanced its accessibility in 2025 by installing audio beacons for people with visual impairments in the drop-off area, on the esplanade near public transport, at the terminal entrances and inside the building. This helps passengers with visual impairments find their way around, no matter which mode of transport they used to reach the airport. The beacons can be activated remotely via a remote control or a mobile app (MyMovEO) and provide directional and contextual information. This project was carried out in collaboration with the non-profit Valentin Haüy.



accessibility

NOT ALL DISABILITIES ARE VISIBLE

→ To better support and accommodate people with hidden disabilities, Lyon-Saint Exupéry airport has joined the international Hidden Disabilities Sunflower programme, already adopted by VINCI Airports' UK airports. Since February 2025, it has made sunflower lanyards available to passengers who have non-apparent disabilities and want to discreetly communicate their needs to airport staff. This initiative complements the existing audio guidance system for people with visual impairments.

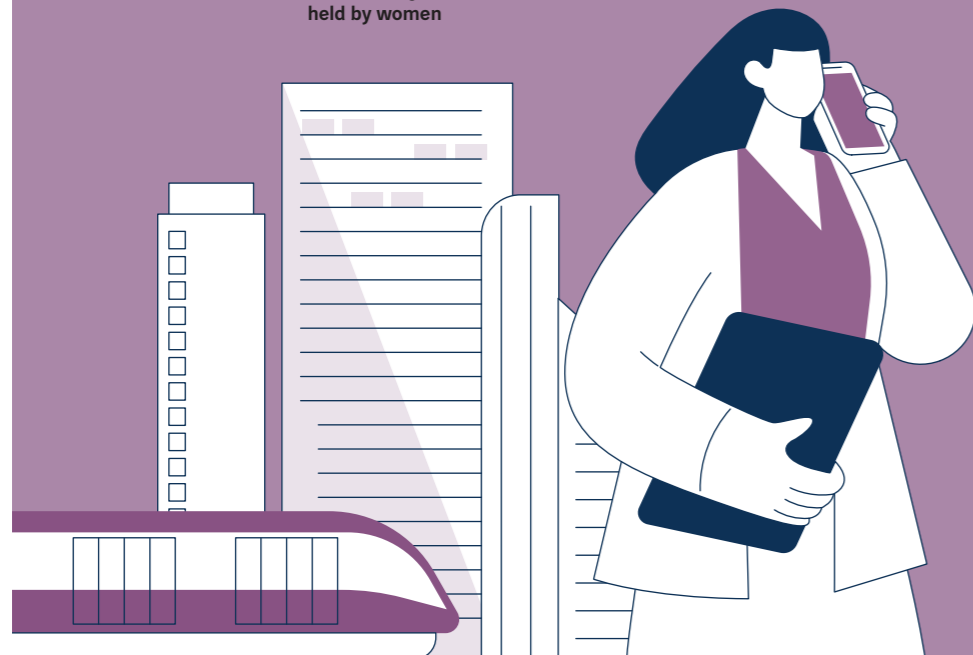


Working towards a better tomorrow

Our commitments and ambitions

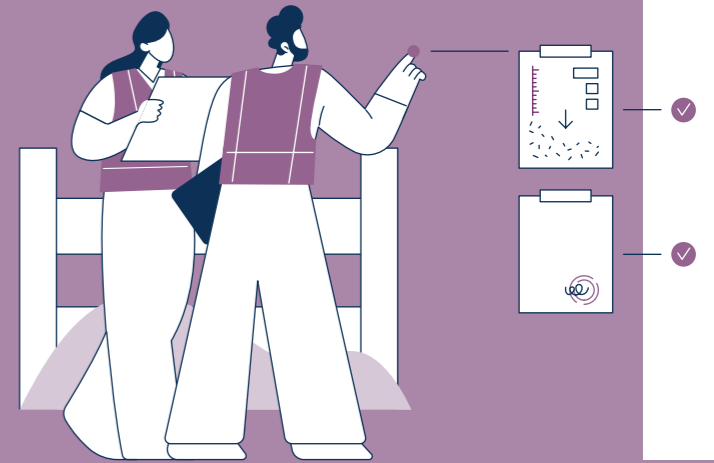
40%
of managerial roles
held by women

25%
female representation in each
management committee by 31/12/2026



→ Promoting inclusivity

We continue to foster inclusion within our teams by raising awareness among our managers, promoting respect for diversity and joining inspiring initiatives. In early 2026, VINCI Autoroutes became one of 40 new signatories to the #StOpE initiative led by the French association of diversity managers (AFMD). This commitment aims to reduce 'everyday' sexism in the workplace over the long term and involves eight types of action, from training to sanctions.



→ Fostering mobility and expertise sharing

With a global network of around 100 infrastructure assets, international mobility helps us attract and retain talent. Launched in 2024, our Talent Energizer international mobility programme offers young talent short-term assignments across our local entities, providing a unique opportunity to gain hands-on project experience, discover new cultures and build strong international networks. Mobility can also take other forms, such as when we send our experts to support the launch of a new concession.

→ Training to transform

Our local footprint and the length of our concession contracts give us a special responsibility – to pass on the know-how developed across our network, with the aim of promoting collective upskilling. In Brazil, where we are the leading manager of infrastructure assets, our concession contracts have various end dates: 2047 for Salvador Bahia airport and the Entrevias highway, 2051 for the Amazonian airports, and 2055 for Via Cristais. As these are long-term projects, the teams that will operate these infrastructure assets in the future need to be trained now.



VINCI Concessions' public-private partnerships worldwide

The public-private partnerships (PPPs) listed below are managed within VINCI's concessions business. A number of other PPPs (mostly related to buildings) are managed within VINCI's energy and construction services businesses.

Infrastructure	Country	Stake held	End of contract
AIRPORTS			
Anancy Haute-Savoie Mont-Blanc	France	100%	2036
Chambéry Savoie Mont-Blanc ⁽¹⁾ , Clermont-Ferrand Auvergne ⁽¹⁾ , Grenoble Alpes Isère ⁽¹⁾	France	100%	2026-2030
Toulon Hyères	France	100%	2040
Nantes Atlantique, Saint-Nazaire Montoir	France	85%	⁽²⁾
Rennes Bretagne, Dinard Bretagne ⁽¹⁾	France	49%	2026
Lyon-Bron, Lyon-Saint Exupéry	France	30.6%	2047
Salvador Bahia	Brazil	100%	2047
Amazonia Airports (Manaus, Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé)	Brazil	100%	2051
Phnom Penh ⁽³⁾ , Sihanoukville	Cambodia	70%	2040
Cabo Verde (Praia, Sal, São Vicente, Boavista, São Nicolau, São Filipe, Maio)	Cabo Verde	100%	2063
Santiago de Chile	Chile	40%	2038
Guanacaste	Costa Rica	44.7%	2030
Hollywood Burbank, California ⁽³⁾	United States		2030
Atlantic City International, New Jersey ⁽³⁾	United States		2026
Macon Downtown, Georgia ⁽³⁾⁽⁴⁾	United States		2036
Middle Georgia, Georgia ⁽³⁾⁽⁴⁾	United States		2036
Ontario International ⁽³⁾	United States		2028
Budapest	Hungary	20%	2080
Kansai International, Osaka Itami, Kobe	Japan	40%	2060
OMA (Monterrey, Chihuahua, Ciudad Juárez, Culiacán, Mazatlán, Acapulco, San Luis Potosí, Torreón, Zihuatanejo, Durango, Zacatecas, Tampico, Reynosa)	Mexico	29.99%	2048
Lisbon, Porto, Faro, Beja, Ponta Delgada, Horta, Flores, Santa Maria, Funchal, Porto Santo	Portugal	100%	2062
Santo Domingo (Las Américas and La Isabela), Puerto Plata, Samaná (Presidente Juan Bosch and Arroyo Barril), Barahona	Dominican Republic	100%	2060
Belfast International	United Kingdom	100%	2993
Edinburgh	United Kingdom	50.01%	Freehold ownership
London Gatwick	United Kingdom	50.01%	Freehold ownership
Belgrade	Serbia	100%	2045
HIGHWAY AND ROAD INFRASTRUCTURE			
Network under concession			
Arcos (A355 – Western Strasbourg Bypass)	France	100%	2070
Arcour (A19)	France	100%	2070
ASF network (excl. Puymorens tunnel)	France	100%	2036
Cofiroute network (excl. Duplex A86 tunnel)	France	100%	2034
Escota network	France	99.5%	2032
Via Solutions Thüringen, A4 highway	Germany	50%	2037
Via Solutions Südwest, A5 highway	Germany	53.6%	2039
Via Niedersachsen, A7 highway	Germany	50%	2047

Infrastructure	Country	Stake held	End of contract
A9 highway, Via Gateway Thüringen	Germany	50%	2031
B247 federal road, Via Mühlhausen Thüringen	Germany	50%	2051
Entrevias (North-south São Paulo highway)	Brazil	55%	2047
Via Cristais (highway between Belo Horizonte and Cristalina)	Brazil	100%	2055
Regina Bypass	Canada	37.5%	2049
Fredericton–Moncton Expressway ⁽⁶⁾	Canada	25%	2028
Via Sumapaz (Bogotá–Girardot highway)	Colombia	75%	2046
Northwest Parkway (a section of Denver's ring road network)	United States	100%	2106
ViaPlus USA ⁽⁷⁾	United States	100%	2026-2035 ⁽⁸⁾
Athens–Pyrgos stretch of the Olympia Odos highway	Greece	36%	2038-2044
Maliakos–Kleidi highway (Aegean Motorway)	Greece	15.3%	2038
ViaPlus India ⁽⁷⁾	India	100%	2027-2032 ⁽⁸⁾
Dublin ring road – M50 – Turas Mobility Services ⁽⁷⁾	Ireland	60%	2031
Lima expressway	Peru	100%	2049
Via Salis (D4 highway)	Czech Republic	50%	2049
Newport Bypass	United Kingdom	50%	2042
Isle of Wight road network ⁽⁹⁾	United Kingdom	50%	2038
Hounslow road network ⁽⁹⁾	United Kingdom	50%	2037
Via Pribina (R1 expressway)	Slovakia	50%	2041

BRIDGES AND TUNNELS				
Duplex A86 tunnel	Tunnel between Rueil-Malmaison/Versailles and Jouy-en-Josas (11 km)	France	100%	2086
Prado–Carénage tunnel	Tunnel in Marseille (2.5 km)	France	34.2%	2033
Prado Sud tunnel	Tunnel in Marseille (1.5 km)	France	58.5%	2055
Puymorens tunnel	Tunnel in the Pyrenees (5.5 km)	France	100%	2037
Confederation bridge	Bridge between Prince Edward Island and the mainland	Canada	85%	2032
Ohio River Bridges – East End Crossing	Bridges and tunnel connecting Kentucky and Indiana	United States	33.3%	2051
Charilaos Trikoupis bridge	Bridge between the Peloponnese and the mainland	Greece	72.3%	2039
Bridges on the Tagus	Two bridges in Lisbon	Portugal	49.5%	2030

RAIL AND URBAN TRANSPORT INFRASTRUCTURE				
SEA HSL	High-speed rail line between Tours and Bordeaux (302 km)	France	42%	2061
Reserved lane public transport system in Martinique (Caraibus)	14 km	France	100%	2035

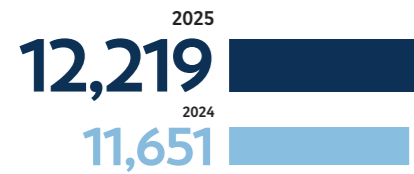
STADIUMS				
Le Mans Stadium (Marie Marvingt)	25,000 seats	France	100%	2044
Nice Stadium (Allianz Riviera)	36,000 seats	France	50%	2041

MISC. PUBLIC FACILITIES				
Automation of river dams (BAMEO)	31 dams on the Aisne and the Meuse rivers	France	50%	2043
Nice-Côte d'Azur Airport car rental centre (Park Azur)	60,000 m ² building	France	100%	2040
Public street lighting in Goussainville (G'illumine)		France	100%	2026
Public street lighting in Rouen (Lucitea)		France	100%	2027
EASYCHARGE charging facilities for electric vehicles	3,150 fast charging stations in southeast France	France	20%	2028
eliso – DeutschlandNetz	Charging points for electric vehicles	Germany	100%	2035

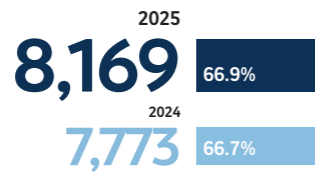
(1) Service, management or public service contracts. (2) The concession contract was terminated on 24 October 2019 for reasons of public interest; this termination will take effect no later than the date of signing of the new concession contract. (3) Service contract. (4) The management contract was terminated in August 2022. A call for tenders is under way. The management contract has been renewed for an additional month every month since that date. (5) Southern section undergoing expansion. (6) Upkeep contract. (7) Electronic toll collection (ETC/free-flow) contracts. (8) Contract end date according to the client. (9) Upgrade, maintenance and upkeep contracts.

VINCI Concessions' financial indicators

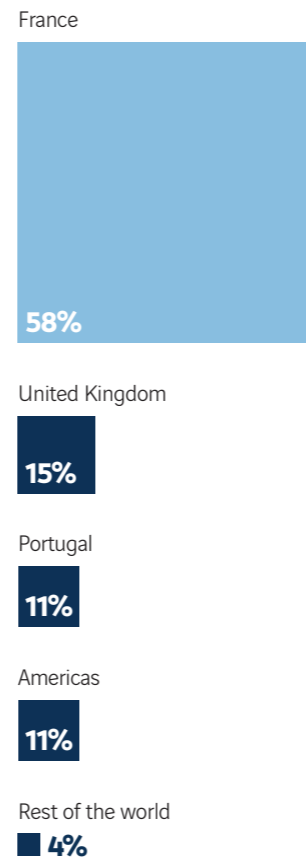
Revenues⁽¹⁾ (in €M)



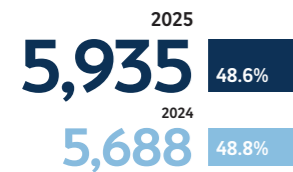
Ebitda⁽²⁾ (in €M and percentage of revenues⁽¹⁾)



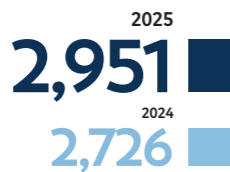
2025 Revenues⁽¹⁾ by geographical area



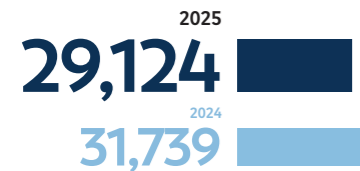
Operating income from operations (in €M and percentage of revenues⁽¹⁾)



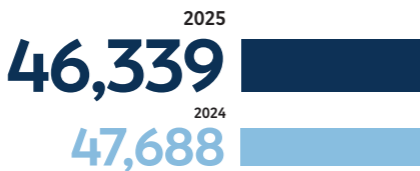
Net income attributable to owners of the parent (in €M)




Net financial debt⁽³⁾ (in €M)



Capital employed⁽³⁾ (in €M)



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(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.

(2) Cash flows from operations before tax and financing costs.

(3) At 31 December 2025.

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