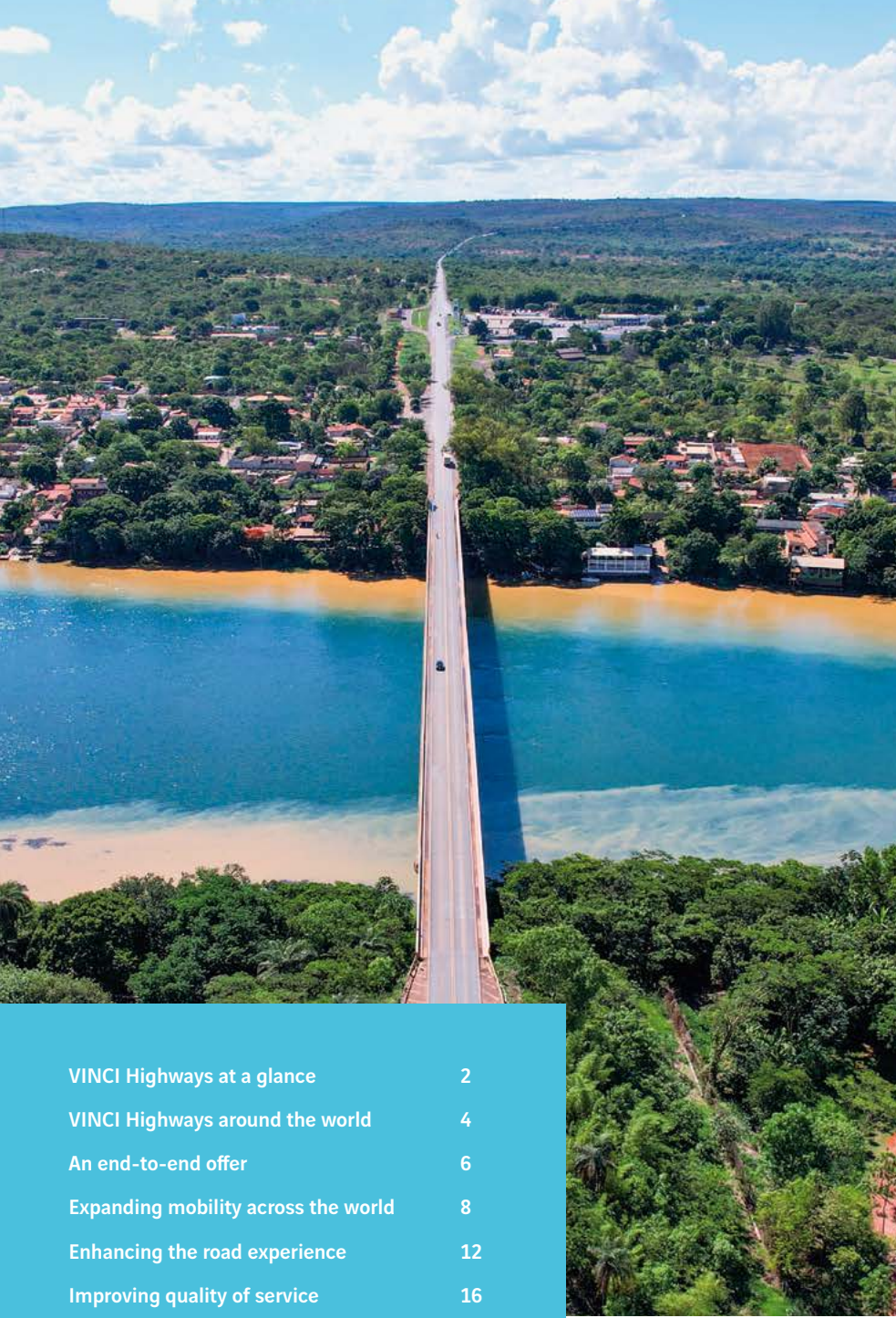


ESSENTIALS

2025



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EDITORIAL



Belen Marcos
President of VINCI Highways

VINCI Highways achieved another year of strong economic performance in 2024, marked by 14% revenue growth. This reflects our continued momentum over the last five years, during which our turnover has more than doubled. Our strategy is delivering results across all areas of our business. We made major breakthroughs in two dynamic markets in the Americas, securing a new concession and ETC contracts in the US and a new concession in Brazil. It was also the year we had the most highways under construction or renovation worldwide – in Greece, Germany, Colombia, Brazil and the Czech Republic. In the latter, the Via Salis opened to service, a success that sets the tone for future projects now being planned in the country. These achievements show VINCI Highways’ growing capacity to create value. Already recognised as a leading constructor, developer and financier of road infrastructure, we are now also setting standards in operational performance, serving more than one million drivers

every day. By working as a network, sharing best practices across teams and geographies, and leveraging our technical expertise, we are pioneering innovations, from AI-powered operations to next-generation ETC solutions. This strengthens our ability to deliver on our commitments to drivers: increased convenience, reliable service, high safety standards, and a quality travel experience. Our impetus is set to accelerate in 2025, with the Patras-Pyrgos extension in Greece and Via Sumapaz in Colombia coming into service, and the B247 federal road in Germany in the final stages. Looking ahead, as public authorities seek new solutions for growing mobility needs, VINCI Highways is demonstrating we are the right partner, whether in high-growth countries with developing infrastructure or in more mature regions. The outstanding engagement and talent of our teams, our strong local footprint, and the synergies we build with our sister companies in the VINCI Group are helping to make road travel safer, smoother, and more sustainable.

VINCI HIGHWAYS AT A GLANCE

VINCI Highways is one of the world's leading concessions companies in road mobility services. We design, finance, build, operate and maintain highways, urban networks, bridges and tunnels across a network spanning 3,750 km in 14 countries. VINCI Highways also leads the way in free-flow mobility solutions, serving more than 20 million customers with tolling accounts. By applying the highest standards in performance, safety and innovation, VINCI Highways guarantees a positive experience for drivers and is bringing about the transition to more sustainable mobility.

In 2024, VINCI Highways experienced robust growth. We achieved dynamic traffic on our tolled highways, enhanced performance of our free-flow service contracts and increased our strategic acquisitions. Harnessing our strong partnerships and the expertise of our teams, we continued to break ground in environmental performance, smart mobility solutions, service excellence, and safety.

4,000
employees

€403 M
revenue⁽¹⁾
+14.5% from 2023

290 M
toll transactions
+2.2% from 2023

€1.3 bn
Capex planned
until 2030

(1) Consolidated perimeter.

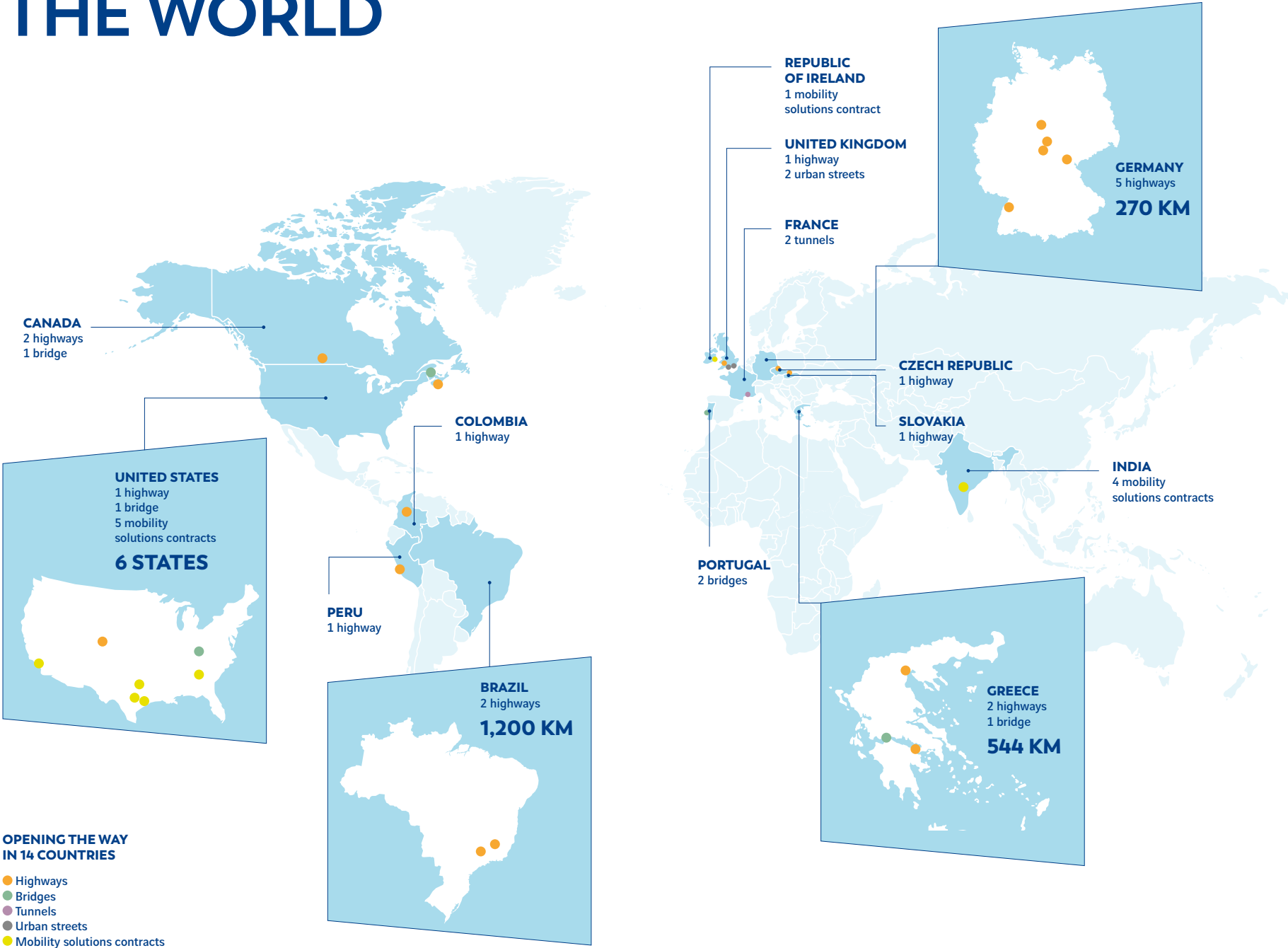
3,750 KM
Total network operated
or under construction in
14 countries

6
highways currently
undergoing
construction works

2
innovation centres
of excellence
• Digital tolling, Dallas,
Texas, US
• Road operations,
Lima, Peru



VINCI HIGHWAYS AROUND THE WORLD



AN END-TO-END OFFER

VINCI Highways benefits from its network of expertise and its synergies across the VINCI Group to offer public authorities and grantors an integrated model. We deliver all aspects of road mobility to the highest standards of performance and safety.

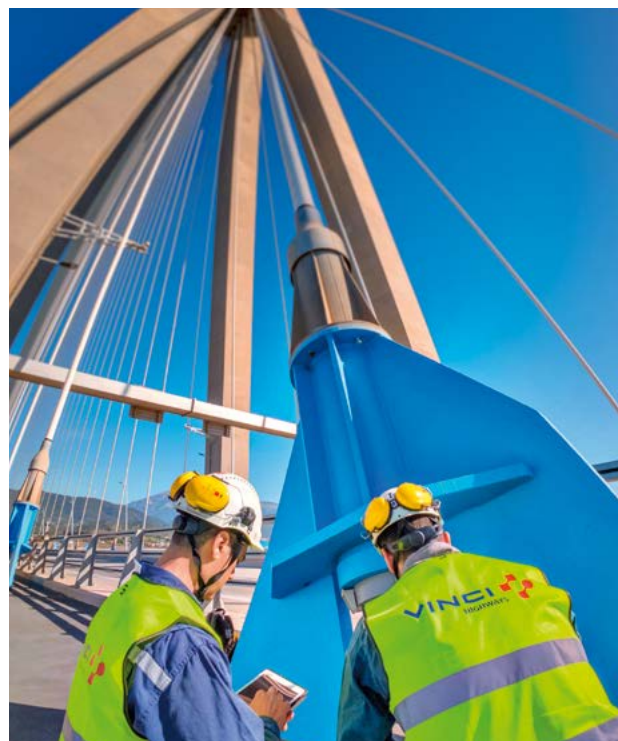


Finance

VINCI Highways is able to secure the long-term financing required by the most complex infrastructure projects. Our experts work closely with public authorities and financial institutions to develop win-win solutions that serve the public interest. Being part of the VINCI Group puts us in a unique position to commit to financing that will endure throughout a highway's lifecycle and deliver lasting value along the entire value chain.

Design and build

As part of the VINCI Group, we have the ability to partner with sister companies and we also work closely with local contracting partners outside our Group, allowing solutions that respond fully to the conditions on the ground. In designing and delivering exemplary solutions, we take into consideration impacts on the environment, for example, by including wildlife crossings, and integrate innovative tools such as BIM into both construction and operations – all with a rigorous safety culture.



Maintain and operate

Every day around the world the teams of VINCI Highways ensure the safe and seamless travel of more than one million drivers. From anticipating maintenance needs over the long term to acting 24/7 to ensure safe and fluid traffic, we are united through a culture of performance, continually measuring what we do to provide value to drivers.



Digitalize

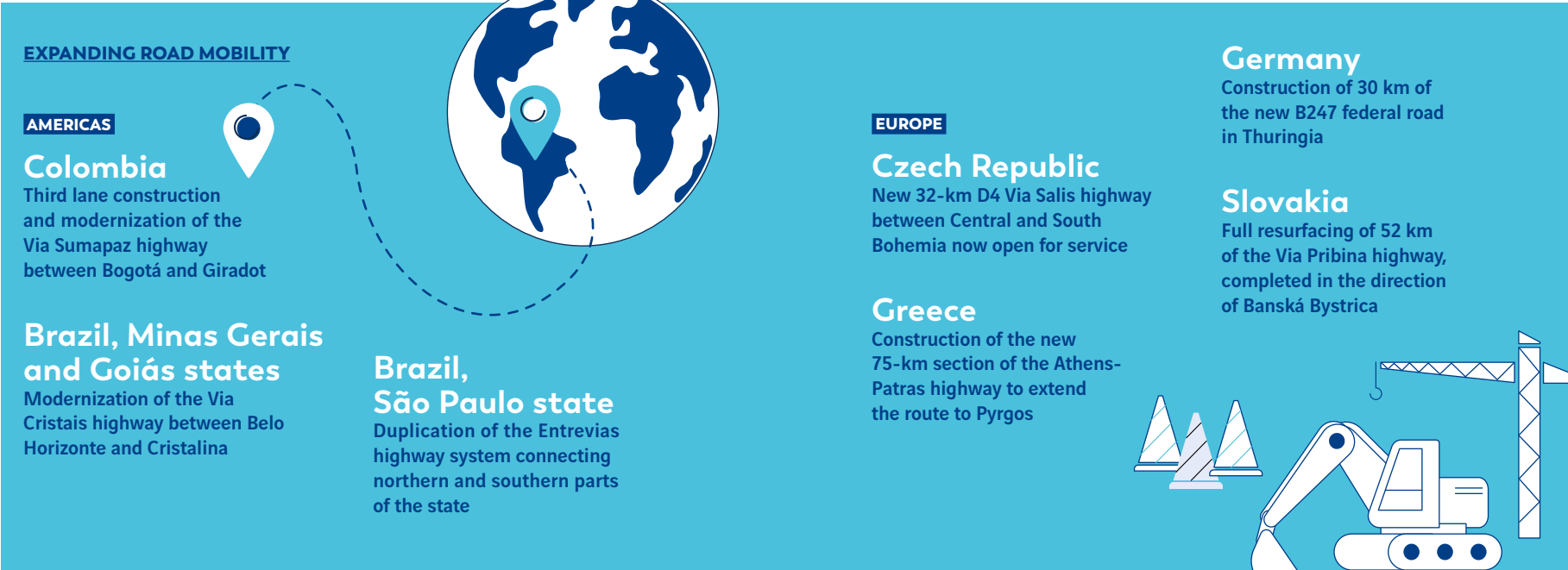
Eliminating toll barriers necessitates significant and resilient digital infrastructure that can process large volumes of toll transactions with the highest standards in cybersecurity, user-friendly front-end services and

customer relations. We design, develop, install and integrate software solutions and customer services for free-flow highways in the most pivotal markets, including the US and India.

EXPANDING MOBILITY ACROSS THE WORLD

Developing road networks primed for the future means more visitors and more economic vitality for an area. Around the world, authorities are placing their trust in our expertise to respond to their long-term mobility needs. From building new highways from scratch, to completing missing links and upgrading existing road systems, VINCI Highways provides solutions that forge regional links. In 2024, we continued to accelerate connectivity, winning important new contracts in the United States and Brazil.

We also advanced on our ongoing projects, delivering the Via Salis D4 highway in the Czech Republic, with the country already envisaging further public-private partnerships. An expert in carrying out complex upgrades while keeping highways open to traffic, VINCI Highways is also currently managing major expansion and modernization programs in Europe and the Americas. All of these projects integrate state-of-the-art environmental measures that aim to reconcile developing mobility needs with ecological imperatives.



(1) Number of incidents per million working hours.



VIA CRISTAIS

17.5 M
transactions
in 2023

30%
of traffic is cargo
transport

594 KM
the longest corridor
in the VINCI Highways
network

A growing footprint in Brazil

In 2024, VINCI Highways won the call for tenders for the 30-year concession of the BR040 highway between Belo Horizonte and Cristalina, a strategic axis located between two of Brazil's largest cities, Brasília and Rio de Janeiro. VINCI Highways will deliver modernization and widening works, improve road safety, and support the growth in traffic. This milestone builds on VINCI Highways' entry into Brazil in 2023 with the acquisition of Entrevias, operator of 570 km of toll roads in the state of São Paulo. With Via Cristais, VINCI Highways now operates a 1,200-km network across Brazil, reinforcing its long-term

commitment to the country's mobility infrastructure. Winning this new concession and taking over operations on a short timeline were made possible by the successful experience with Entrevias and the engagement of our teams already on the ground. In a matter of months, VINCI Highways took charge of the new highway, including a recruitment and training campaign to form a new team of more than 350 employees, the rehabilitation of toll systems, and the development of the brand Via Cristais to reflect the value of this highway for the development of sectors including mining, agriculture and tourism.



Accelerating in the US

VINCI Highways acquired its first traffic-risk concession in the US in 2024 – Colorado's Denver Northwest Parkway. This 14-km segment of Denver's ring road plays a strategic role in regional mobility, serving a dynamic and fast-growing metropolitan area. The concession runs until 2106, making it the longest residual contract in the US toll road sector. Leveraging the expertise of ViaPlus, our teams were able to

quickly deploy initial performance improvements such as revamping toll pricing to include day and night rates, optimizing revenue and fluidity. ViaPlus also secured two new contracts in Georgia and Texas to deliver free-flow tolling solutions for local authorities. With these wins, VINCI Highways has expanded its presence to six US states: Colorado, California, Texas, Georgia, Indiana and Kentucky.



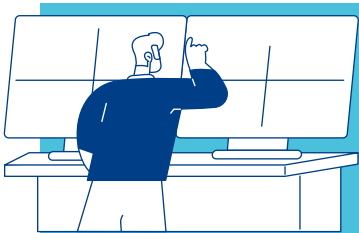
A vital link opens to service

In Europe, VINCI Highways and its partner delivered the new D4 Via Salis highway, the first road PPP in the Czech Republic. The works were carried out with VINCI Construction CZ to build 32 km of new roads and upgrade an existing 16 km in less than four years. VINCI Highways will operate the highway through our local subsidiary Via Salis Operations until 2049.

ENHANCING THE ROAD EXPERIENCE

Through our expertise in traffic engineering and flow management, we work to optimize fluidity on our roads with a constant eye on safety. Around the world, our networks share best practices to deploy pioneering solutions that make mobility more seamless for drivers as well as public authorities, from weigh-in-motion systems for heavy vehicles, to digital services that offer fast payment options.

Electronic toll collection (ETC) and free-flow solutions are key levers to reduce congestion and make payment easier for drivers. VINCI Highways is a key player in this fast-growing area with our digital toll subsidiary ViaPlus. Already serving large US transportation agencies, the Dublin ring road in Europe, and managing the largest share of ETC transactions in India, ViaPlus strengthened its leadership in 2024.



SAFER

95%

incident detection in less than 5 minutes by our new AI system in Peru

74%

serious accident reduction on Lima Expresa since 2016

BETTER

+22%

visitor increase to service areas since our renovation in Greece



+10

quality of service awards received in 2024, including Intertraffic, ITS and Superbrand



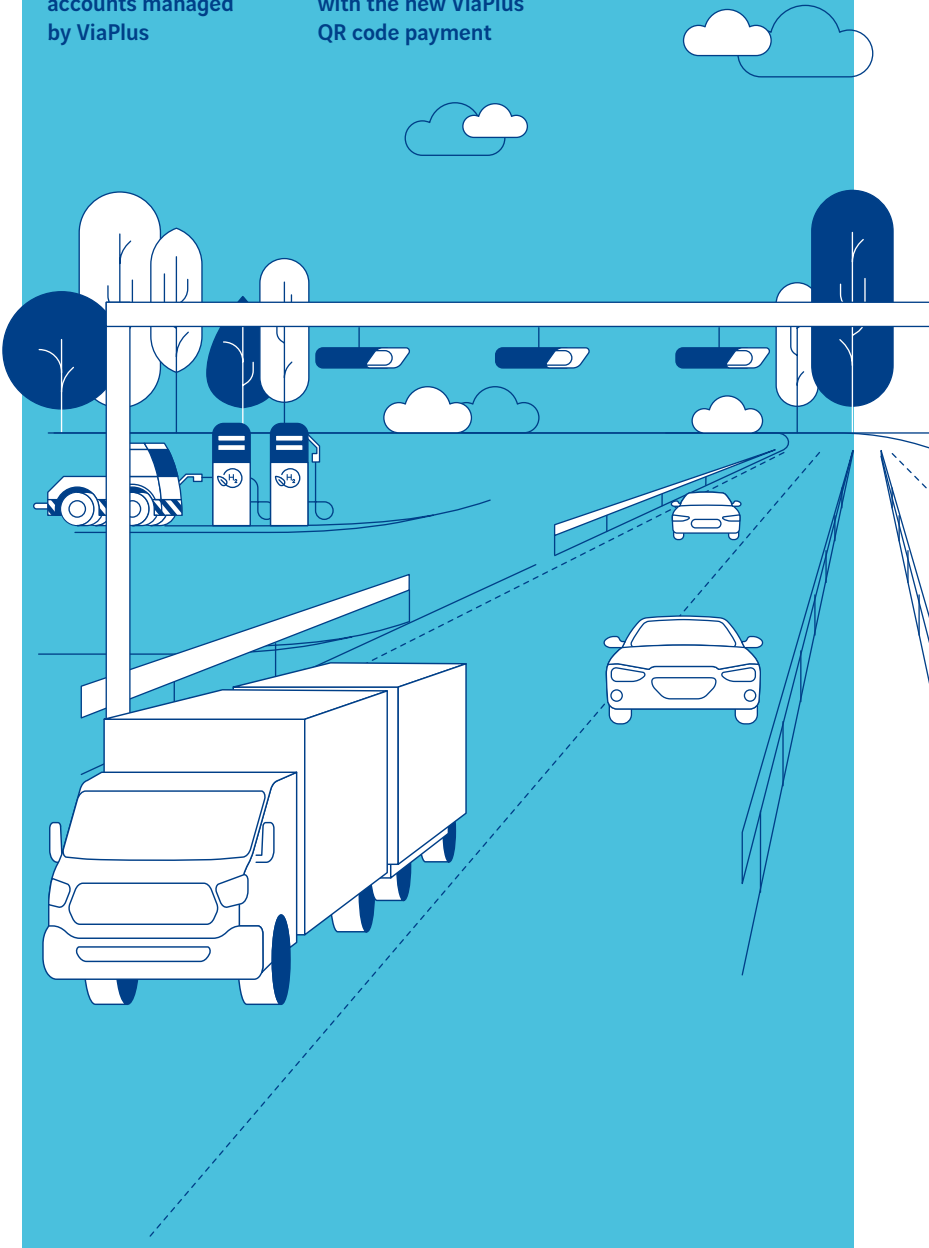
SMARTER

23 M

ETC customer accounts managed by ViaPlus

18%

Payment time reduction with the new ViaPlus QR code payment





ViaPlus Sightline™ goes live in Houston

In 2024, ViaPlus won two additional contracts in the US, adding a new geography, Georgia, and consolidating our position in the Texas market. In the latter, ViaPlus delivered a new license plate reading system for the Harris County Toll Road Authority (HCTRA), a public agency managing 205 km of free-flow highways in Houston carrying over 600 million vehicles annually. HCTRA also recently took over all toll processing for the Texas Department of Transportation for its users in Austin. To support HCTRA's video toll operations, ViaPlus implemented its Sightline™ image-review solution,

which leverages AI to identify license plate details, even in non-ideal conditions. The system uses optical character recognition to automate vehicle tolling, along with highly trained human reviewers to verify images that cannot be automatically processed. Before launch, ViaPlus spent seven months customizing the new system and has established an operations office that provides 24/7 support. This local presence ensures reliability for tolling operations across HCTRA's network.

A laser-focus on safety

Despite an increase in traffic volume and major construction projects across our network, VINCI Highways continues to reduce accident frequency. This requires an unceasing focus on safety for our staff and for drivers, a number one concern that we strive to continually improve by sharing best practices.



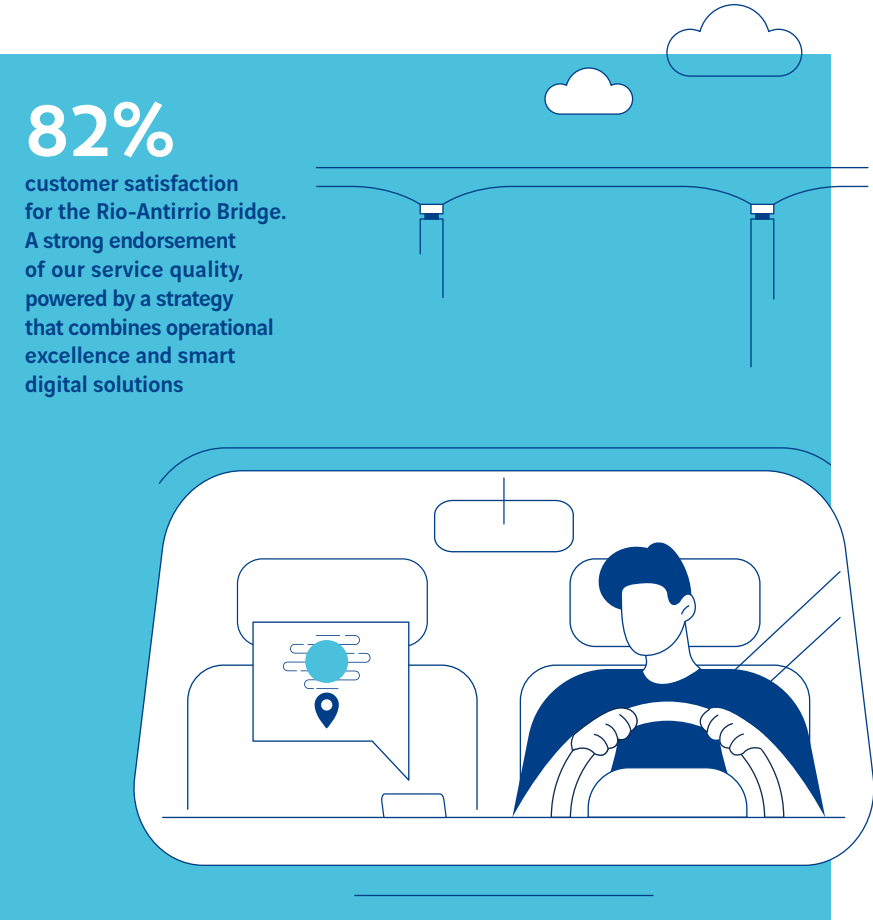
Capitalizing on AI

Combining expertise in traffic management and cutting-edge technology, VINCI Highways designs innovative solutions intended to save time and enhance safety. One milestone is a new system that incorporates AI with data from highway cameras to detect incidents in real time. This rapidly identifies pedestrians or stopped vehicles to improve alerts and reduce response times. Launched in Peru by our innovation centre of excellence in Lima, this system detects 95% of incidents in less than five minutes. A similar solution is now operational in Slovakia on the R1 Via Pribina and will be rolled out more widely in our network.

IMPROVING QUALITY OF SERVICE

Today’s drivers expect a highway not only to get them from A to B safely and quickly, but to offer a quality experience. We strive to meet – and surpass – their needs at every step of the journey. VINCI Highways continually explores new ways to enhance customer service, from harmonized signage across the network to high-quality rest areas to digital innovations that add value to the driver’s experience.

An example of how we tap into the potential of digital solutions to deliver real-time, convenient services is an updated mobile app developed for Greece’s Rio-Antirrio Bridge in synergy with ViaPlus. The app was redesigned for easier and more efficient management of e-pass accounts and to add new features for drivers such as automatic balance notifications. This reflects VINCI Highways’ ongoing commitment to improving service through connected and user-centric mobility.



Making road breaks worth the stop

An important part of an enjoyable road journey includes high-quality rest areas. In Greece, we have been modernizing and expanding our service areas on the Athens-Patras highway to create more customer-friendly spaces. This includes new areas designed to meet truck drivers’ needs, offering secure parking, showers and free Wi-Fi.

The D4 Via Salis also brings a new standard to Czech highways with the most advanced filling stations in the country, equipped with eight ultra-fast chargers for EVs and renewable fuels. The sustainably designed rest areas include full facilities plus fitness machines, a children’s playground and a relaxation zone.



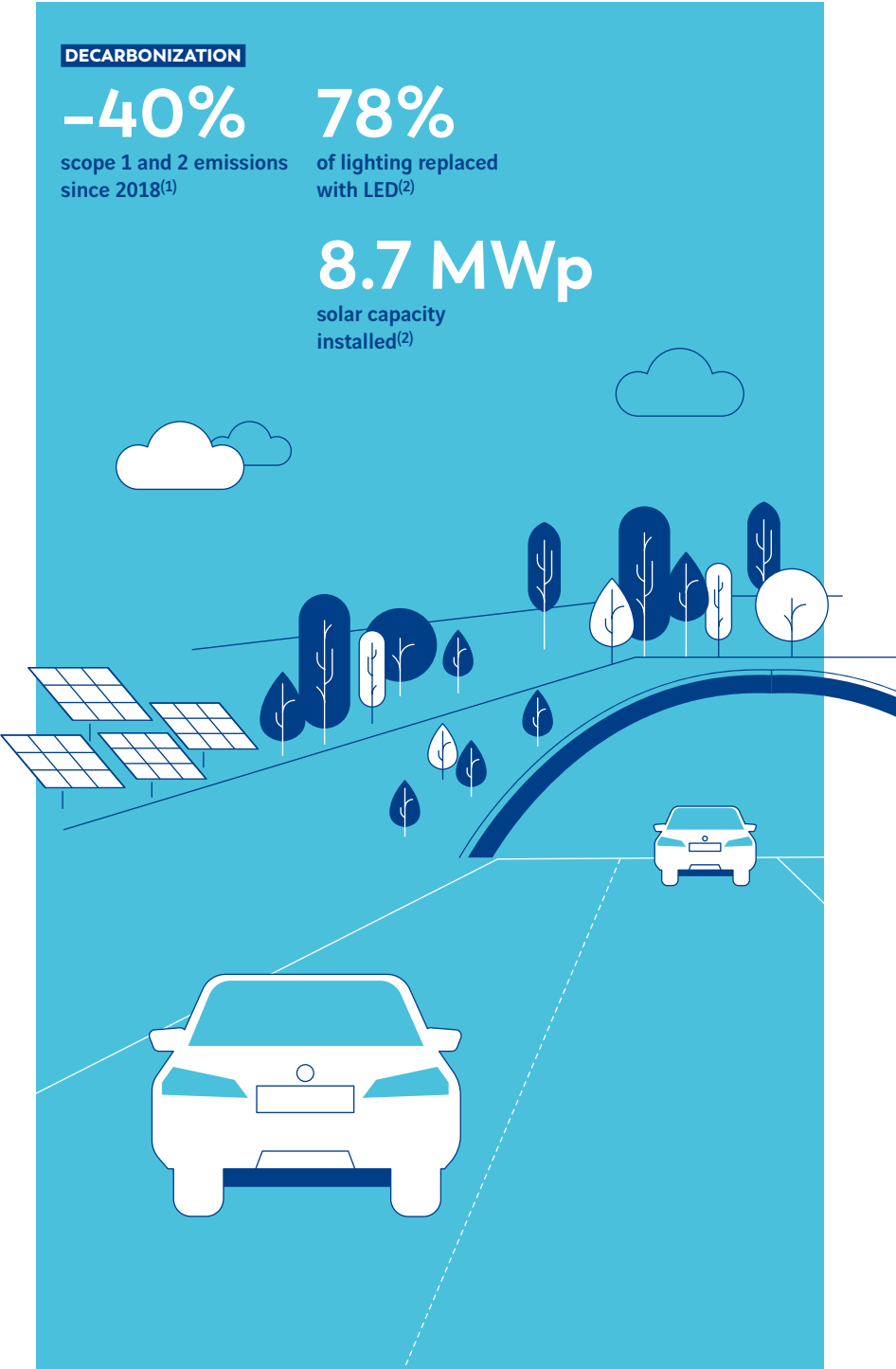
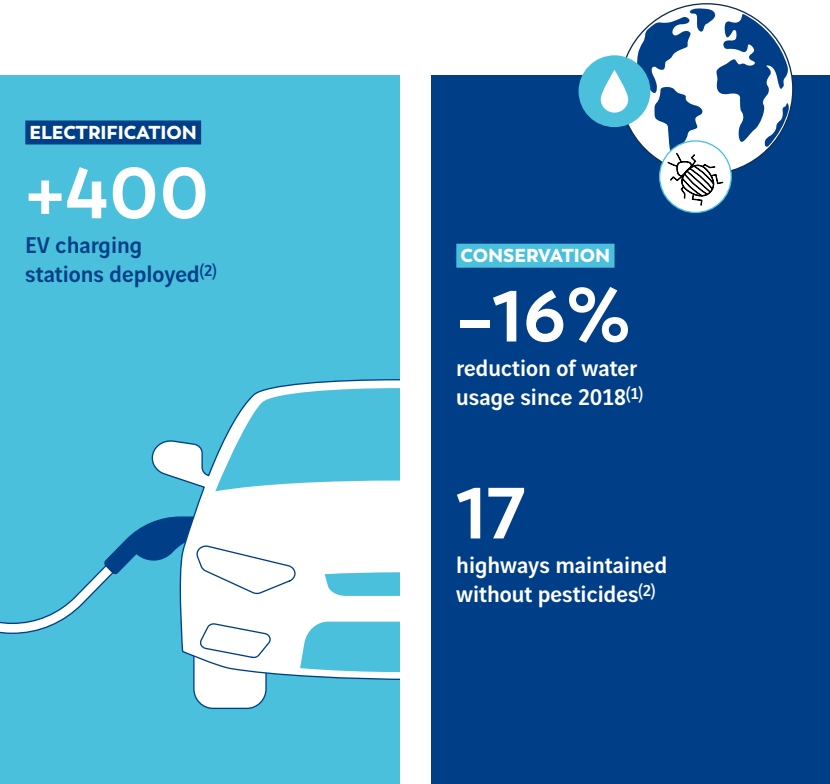
Transforming travel into discovery

We work with communities to promote the regions our highways serve. For example, in association with local partners, Via Sumapaz in Colombia has created a tourism promotion campaign that highlights sites of interest to encourage drivers to stop and visit, and launched a tourism journalism award to give visibility to destinations.

ENVIRONMENTAL PROGRESS IN ACTION

Promoting the environmental transition is a priority for the VINCI Group everywhere it operates. In line with this, VINCI Highways is accelerating our action plan globally, considering our highways' environmental impact at every stage of the value chain. This entails continually increasing our own environmental performance and promoting cleaner mobility. Committed to reaching net zero by 2050 in our direct emissions (scopes 1 and 2), we are investing in energy-saving solutions, fleet conversion to electric vehicles and production of solar power on highways in all our concessions.

As our direct activities represent only a fraction of road-related emissions, we are equally taking action to help drivers transition to cleaner vehicles, encouraging electric mobility and renewable fuels. Present in geographies with different environmental regulations and levels of maturity, we bring our expertise as a global network to lead the transition locally. This allows us to play a pioneering role, deploying sustainable initiatives that are often among the first in the countries where we operate.



(1) Consolidated perimeter. (2) Managed perimeter.



Protecting biodiversity, from construction to operation

Around the world, our construction projects incorporate a range of environmental measures, including the recycling of asphalt during road renovation, renaturation and replanting, and the protection of species and ecosystems. For example, in Brazil, during the work to complete the bridge over the Tietê River on Entrevias, fish, birds, snakes and small mammals will be housed in a temporary base before being rereleased in their natural habitats. The water quality of the river and the health of its aquatic fauna will also be monitored, and environmental education workshops will be organized

for local communities. Protecting biodiversity is also a priority during the operations phase. The Entrevias highway runs along the Atlantic Forest and Brazilian savanna biomes that are home to species such as the ocelot, puma and otter. To protect this wildlife, Entrevias includes 44 wildlife crossings, and 30 more are under construction. In a unique initiative in the state of São Paulo, in 2024 Entrevias inaugurated the first crossing designed for amphibians.



An ambitious decarbonization plan

100%
EV coverage targeted across our Greek network by 2026

1st
EV toll pass launched on the Rio-Antirrio bridge to mark its 20th anniversary

Decarbonizing highways and their use requires acting on all levels across operations, while encouraging drivers to adopt cleaner practices. In Greece, where VINCI Highways is the country's largest international operator with nearly 600 km of roads, we are rolling out a full-scale, integrated strategy with our Greek partners. This involves installing photovoltaic panels along the Athens-Patras highway using unused land and building rooftops, an initiative that will supply a large part of the network's energy needs and will be one of the largest photovoltaic plants on a European highway. We have also introduced an adaptive lighting system that adjusts

brightness based on traffic and weather, reducing energy use without compromising safety. To support cleaner mobility, we are deploying high-power EV chargers across the entire Greek network, with 100% coverage targeted by 2026. On the Rio-Antirrio bridge, we have launched a "green pass" offering discounts to EV drivers, and we are studying the development of a hydrogen station for trucks on the Athens-Pyrgos corridor.

VINCI HIGHWAYS' PORTFOLIO

Tolled concessions

	Transactions (in million)	Length	Country	Ownership	Contract term
Entrevias	35.9	570 km	Brazil	55%	2047
Via Cristais	17.5 ⁽¹⁾	594 km	Brazil	100%	2055
Confederation bridge	1	13 km	Canada	85%	2032
Via Sumapaz	12.2	141 km	Colombia	75%	2046
Prado Sud tunnel	6.8	1.5 km	France	58.5%	2055
Prado-Carénage tunnel	14.4	2.5 km	France	34.2%	2033
Via Solutions Südwest (A5)	4.1	60 km	Germany ⁽²⁾	54%	2039
Via Solutions Thüringen (A4)	3.1	45 km	Germany ⁽²⁾	50%	2037
Rio-Antirrio bridge	4.4	3.5 km	Greece	72.3%	2039
Olympia Odos	58.4	277 km ⁽³⁾	Greece	36%	2038/2044
Aegean motorway	28.7	230 km	Greece	15.3%	2038
Lima Expresa	68.6	25 km	Peru	100%	2049
Vasco da Gama Bridge 25 de Abril Bridge	40.4	16 km	Portugal	49,5%	2030
Denver's Northwest Parkway	7.2	14 km	USA	100%	2106

Availability contracts

	Length	Country	Ownership	Contract term
Regina bypass	61 km	Canada	37.5%	2049
Fredericton-Moncton highway	195 km	Canada	25%	2028
Via Salis	47 km	Czech Republic	50%	2049
Via Niedersachsen (A7)	60 km	Germany	50%	2047
Via Gateway Thüringen (A9)	47 km	Germany	50%	2031
Via Mühlhausen (B247)	22 km	Germany	50%	2051
Via Pribina	52 km	Slovakia	50%	2041
Newport bypass	9 km	UK	50%	2042
Island Roads Services (Isle of Wight)	821 km roads 767 km pavement	UK	50%	2038
Hounslow Highways Services	432 km roads 762 km pavement	UK	50%	2037
Ohio River bridge – East End Crossing	12 km	USA	33.3%	2051

Mobility services

Contracting entity	Client entity	Country	Contract term	Scope of services
ViaPlus ⁽⁴⁾	ICICI Bank	India	2027	Backoffice (enables Indian banks to issue tags and process ETC tolls, parking, and fuel services to road users).
	Bank of Baroda	India	2025	
	Canara Bank	India	2027	
	Axis Bank	India	2028	
	OCTA/RCTC, California	USA	2027	Backoffice, customer service and traffic operations.
	NTTA, Texas	USA	2028	Backoffice and image review.
	CTRMA, Texas	USA	2025	Backoffice and customer service.
	HCTRA, Texas	USA	2025	Image review.
Turas ⁽⁵⁾	SRTA, Georgia	USA	2031	Backoffice and customer service.
	TII	Republic of Ireland	2031	Backoffice and customer service (M50, Dublin ring road).


(1) 2023 data. Start of operations in March 2025.

(2) Heavy vehicles only.

(3) Including 75 km under construction.

(4) 100% VINCI Highways subsidiary.

(5) 60% VINCI Highways subsidiary.

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