



ESSENTIALS — 2026

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President of VINCI Highways**

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BELEN MARCOS

President of VINCI Highways

FOREWORD



“Our performance
is driven both by
—— **our ongoing
development
and our robust
network.”**

VINCI Highways continues to grow steadily.

In 2025, we reached a new milestone, with consolidated revenue surpassing €500 million for the first time. This performance is driven both by our ongoing development and our robust network. Our balanced and diversified portfolio allows us to grow in dynamic markets while benefiting from the stability of mature economies such as North America and Europe.

VINCI Highways' expanding footprint in Brazil marks a major step forward.

With the integration of Via Cristais and the operational takeover of Entrevias, Brazil has become our largest network. In this continental-scale country, where mobility needs are immense and the concession model has deep roots, our offer presents strong prospects for future growth.

“We also reached landmarks
on our major construction
projects in 2025.”

In Colombia, Vía Sumapaz was successfully delivered

after an intensive multi-year program involving a number of VINCI teams. In Greece, the effectiveness of the concession model to extend existing networks was proved with the opening of the Patras-Pyrgos extension. In parallel, we are advancing the digital transformation of road mobility, rolling out new free-flow services in India and developing AI solutions that enhance our operations. This progress is made possible by our ability to work as a network – an international yet closely connected organization that gives us unique collective intelligence.

As we continue to expand globally, a commitment to safety guides us everywhere we operate.

In every new project, we bring VINCI safety culture and innovations that help prevent accidents, leading to improvements in road safety across our networks. Yet safety is never “mission accomplished”: it requires the constant attention and commitment of everyone involved. In 2026 and beyond, I call on all our teams to continue our efforts to move ever closer to the VINCI Group’s objective of zero accidents.

An aerial photograph of a long, multi-lane bridge spanning a vast blue ocean. Several cars are visible driving on the bridge. The sky is clear and blue. The bridge has a concrete structure with a large support pillar visible in the foreground.

AT A GLANCE

VINCI Highways is a leading international roadway concessionaire and mobility services provider, managing a 3,750-km network across 13 countries. By integrating design, financing, construction, operations and tolling, we give public authorities the assurance of a single industrial partner able to deliver strong operational performance throughout the full lifecycle of highway projects. As a long-term partner to the regions we serve, we are committed to safety, environmental progress and economic development.

FOOTPRINT

13

countries

3,750 KM

urban networks, roads,
bridges and highways

311 M

toll transactions

+5.5%

tolled traffic growth
from 2024

26 M

toll customer accounts



FINANCE

€543 M

consolidated revenue
(+11% like-for-like
from 2024)

€4.1 bn

equity committed



PEOPLE

4,500

employees

42%

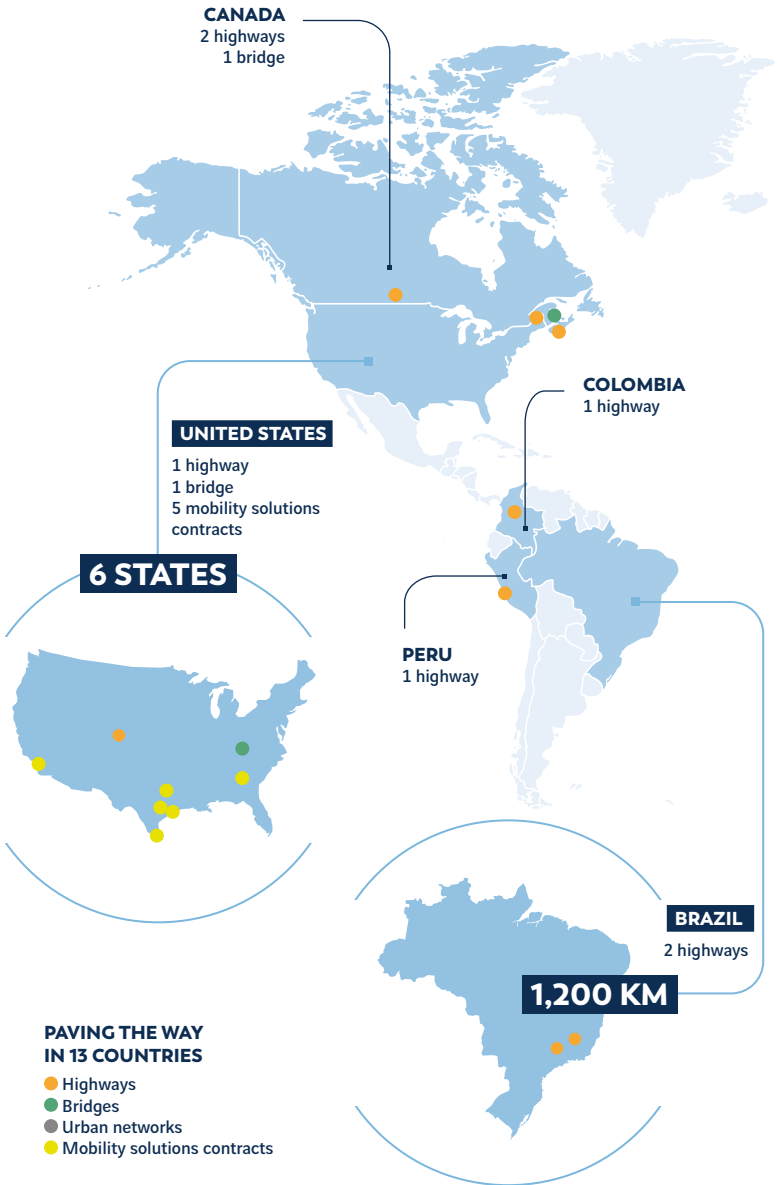
women employees

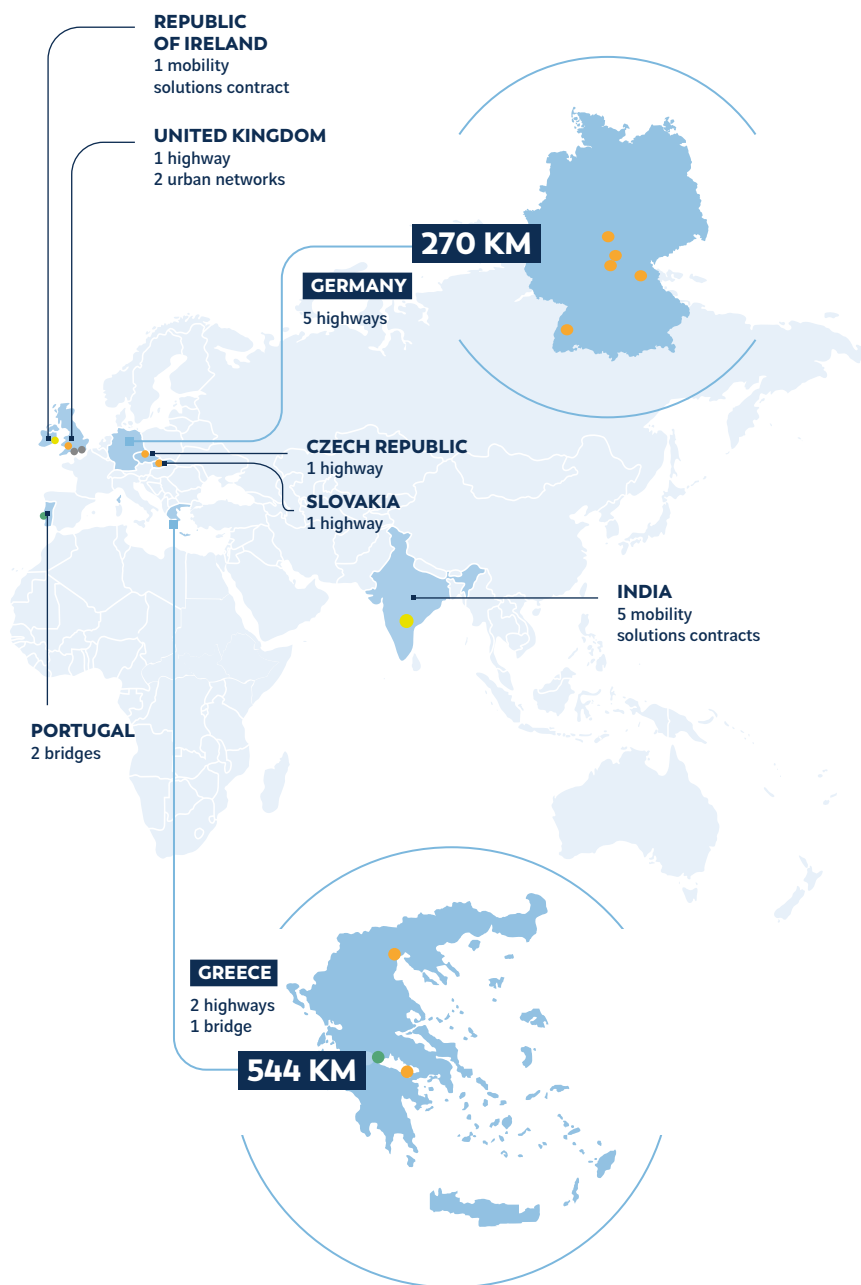
80%

staff in operations,
traffic and maintenance



VINCI HIGHWAYS: A GLOBAL FOOTPRINT





AN END-TO-END OFFER

VINCI Highways benefits from its network of expertise and its synergies across the VINCI Group to offer public authorities 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 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 drivers 24/7. From anticipating maintenance needs over the long term to ensuring roadside assistance for 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 advanced and reliable 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 to power prosperity

Developing future-ready road networks means more economic vitality for an area.

The concession model is a proven choice for major infrastructure projects, allowing public authorities to draw on the experience and resources of a highway specialist to accelerate delivery while ensuring high operational standards. 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 upgrading existing road systems, VINCI Highways provides solutions that forge regional links.

An expert in carrying out complex upgrades while keeping highways open to traffic, VINCI Highways is currently managing major expansion and modernization programs in Europe and the Americas. In Brazil, our new concession Via Cristais was successfully taken over in record time in 2025, with synergies with Entrevias, our concession in the state of São Paulo, allowing opportunities for optimization.

+5.5%

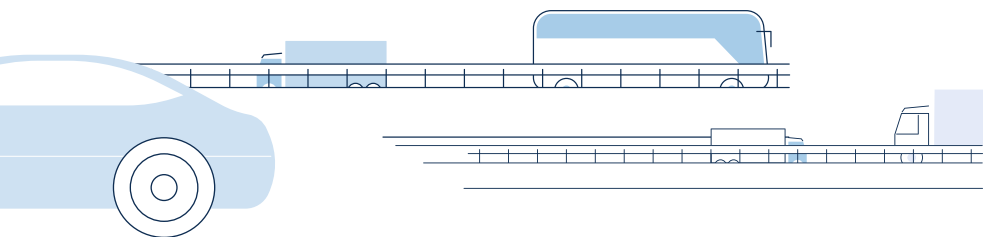
traffic growth on the VINCI Highway network
across 13 countries in 2025



5

highways currently undergoing
construction works in Brazil,

Germany, Slovakia and Canada



Americas

COLOMBIA

Completion of the rehabilitation, modernization and widening of the Vía Sumapaz highway between Bogotá and Giradot, now fully operational

BRAZIL

Minas Gerais and Goiás states

Rehabilitation, modernization and widening of the Via Cristais highway between Belo Horizonte and Cristalina: the first year's works were finished four months ahead of schedule

São Paulo state

- Takeover of operational control of the Entrevias highway system connecting the northern and southern parts of the state of São Paulo
- Rehabilitation, modernization and widening works underway, scheduled to finish in 2026

CANADA

- Full asphalt resurfacing of the Confederation Bridge, enhancing driving comfort, road safety and infrastructure resilience
- The largest investment since the Confederation Bridge opened to service, to be completed in 2026



Europe

CZECH REPUBLIC

In its first year of service, the new Via Salis highway between Central and South Bohemia had very good operational performance

GREECE

Completion of the new 75-km section of the Athens-Patras highway extending the route to Pyrgos, now open for service

GERMANY

Construction and widening work of the new B247 federal road in Thuringia, which is scheduled to be fully completed in 2026

SLOVAKIA

Full resurfacing of 52 km of the Via Pribina highway in both directions: first phase completed (37 km)





A transformed highway driving traffic growth

In Colombia, following several years of exceptionally complex work, Vía Sumapaz has been fully modernized to the highest international standards. This major achievement was carried out in synergy with VINCI Construction Grand Projets, in a challenging mountainous environment. The widened corridor has been upgraded with an enhanced network of cameras, emergency call boxes and state-of-the-art signage. From our new operations control center, teams coordinate assistance, services and maintenance in real time. The effects of reopening this major transportation artery were immediate: traffic rebounded strongly, exceeding preconstruction levels. Central to this was our active marketing strategy to make it known to stakeholders including trucking and tourism organizations that this new, improved highway now offers a significantly improved travel experience.

145 KM

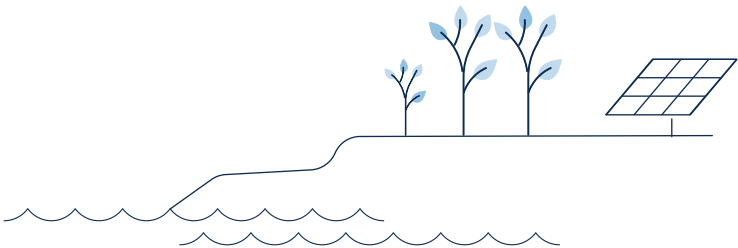
corridor, with the construction
of a third lane over 65 km

130

cameras covering
100% of the route

Restoring quality on a vital Brazilian connection

In Brazil, VINCI Highways took over operations for Via Cristais, recruiting and training 400 employees and restoring roadside assistance and toll collection services on this highway, which had been without an operator for several months. The first phase of modernization works was completed ahead of schedule, enabling quality standards to be restored on this strategic corridor in Minas Gerais and Goiás.



A new strategic link for Greece

VINCI Highways and its partners in Olympia Odos inaugurated a new 75-km extension from Patras to Pyrgos in 2025, improving access to key destinations in western Peloponnese. The works, delivered with local construction partners, transformed the former national road into a modern, safe, more efficient highway. This marks another milestone in Greece’s strategy of expanding its road network through the concession model to drive the connectivity of the country, and the government is now assessing a potential extension from Pyrgos to Tsakona.



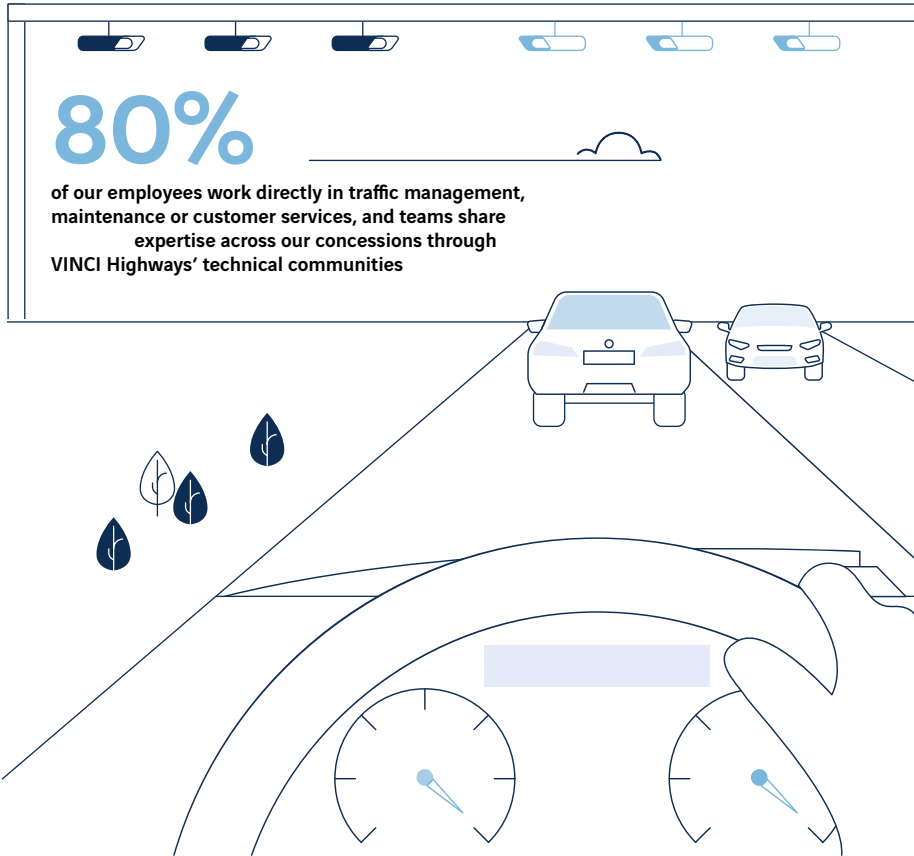
100%

automated tolling on Greece’s first fully automated corridor

Improving road performance with smart solutions

Road operations are at the core of VINCI Highways' activity. More than 80% of our employees work directly in traffic management, maintenance or customer services, and teams share expertise across our concessions through VINCI Highways' technical communities.

Artificial intelligence is an increasingly powerful tool to operate roads more efficiently. An early mover in this area, VINCI Highways deploys AI across the road journey to detect incidents more quickly, optimize infrastructure maintenance, and improve tolling accuracy. We are also innovators in state-of-the-art tolling solutions. Through our digital tolling subsidiary ViaPlus, we deliver end-to-end tolling systems worldwide, from mature free-flow solutions in North America and Europe to nationwide ETC programs in India and tailored services for local markets.



80%

of our employees work directly in traffic management, maintenance or customer services, and teams share expertise across our concessions through VINCI Highways' technical communities



SMARTER HIGHWAYS

4.3 bn

free-flow and ETC transactions
processed by ViaPlus

25%

faster maintenance
response with AI-powered
tunnel monitoring



BETTER SERVICES

+20%

driver satisfaction
with new technologies
on Via Sumapaz

30,000+

roadside services
delivered in one year
on Via Cristais



Keeping people moving

Delivered ahead of schedule at the end of 2024, the D4 Via Salis highway between Central and South Bohemia is the first PPP highway project in the Czech Republic. Its first year of operations demonstrates the strength of the PPP model both to deliver major infrastructure projects and to operate them smoothly over the long term in the interest of local communities. Since its opening, more than 5 million vehicles have used the route, benefiting from shorter travel times, improved driving comfort and uninterrupted service, with almost 99% availability and no unplanned closures. Operational performance has been a key factor in reducing traffic times and easing congestion on previously overloaded local roads crossing several municipalities. From the Operations Control Centre in Lety, our teams monitor traffic in real time and coordinate all interventions, including roadside assistance, incident management, maintenance works and winter services.



More than **5 M**
vehicles have used the route
since its opening

Behind the scenes of road operations

In 2025, VINCI Highways held the first “Open Tour”, a global open day held across all our concessions to showcase our work on the ground. Visitors had the opportunity to discover our highway operations, expertise and innovations, and meet the men and women who keep them running every day.



Innovation for smarter infrastructure

The tunnels of Olympia Odos are progressively being optimized by the deployment of “Smart Tunnels”, our unique preventive maintenance system that uses sensors and AI to ensure that equipment operates at peak efficiency. Olympia Odos was also the first in Greece to implement a smart system that automatically adapts lighting intensity to the level of traffic and the quality of driving conditions. These innovations strengthen operational reliability and help maintain high standards of service across the network.

30%

reduction in equipment failure by
“Smart Tunnels” and 25% improvement
in maintenance response times



Rolling out free-flow in India

Our subsidiary ViaPlus is a leading player in digital tolling in India. Our systems are deployed across the national highway network and process more than 40% of all ETC transactions, representing the largest market share in the country. Building on this strong foundation, ViaPlus is now supporting the next stage in India's tolling evolution: the transition toward free-flow systems. In 2025, we were selected to implement and operate free-flow solutions at two toll plazas in northern India, on the Delhi-Jaipur Expressway and the Delhi-Faridabad Skyway at Badarpur, one of the busiest corridors serving the capital of New Delhi. The new lanes will enable drivers to pass through toll points without stopping, reducing congestion and improving traffic flow. These projects are part of the Indian authorities' pilot program to test the next generation of tolling before its wider deployment across the national network.

More than **40%**
of all ETC transactions, representing
the largest market share in the country



AI powering next-generation tolling

ViaPlus has developed an advanced image review solution that uses artificial intelligence to improve license plate recognition in free-flow tolling systems. The Sightline™ platform analyzes and reconstructs partially obscured plates, ensuring accurate identification even in challenging conditions such as poor lighting or weather or if plates are dirty. Combining AI with targeted human verification, the system delivers high accuracy for toll transactions. This ViaPlus solution has been deployed for several road authority clients in Texas.



Upgraded tolling on a cross-border bridge

ViaPlus will deliver a new ETC system for Pharr International Bridge between the United States and Mexico. Building on the existing ViaPlus system, the upgrade will introduce enhanced payment processing, doubled ETC lane capacity, mobile apps for account management and more to optimize operational efficiency and offer exceptional customer experience.



6,000+

daily Mexico-US crossings
over the Pharr International Bridge



Making a positive impact for a better future

Highways connect territories, support trade and enable everyday mobility.

As a long-term partner, VINCI Highways works to ensure that the networks entrusted to us generate lasting value for the regions they serve. Our approach is guided by a vision of Global Performance, where economic strength, social progress and environmental responsibility advance together. Part of the VINCI Manifesto, these principles shape how we design, operate and improve our highways every day. Across all our concessions, these values translate into concrete commitments.

Safety is a fundamental priority for our teams, whether on construction sites or in day-to-day operations. Our projects also contribute to local development by supporting community initiatives in the regions connected by our networks. We continually strive to integrate new technologies and operational practices to reduce our environmental footprint and support the transition toward more sustainable mobility. Together, these actions ensure that the highways we operate deliver positive outcomes for people, communities and the environment.



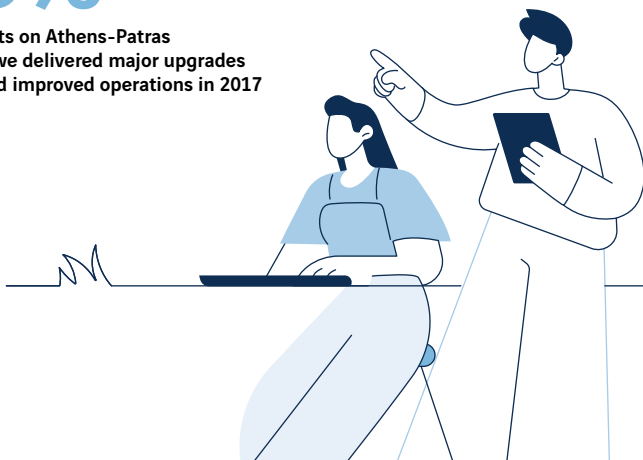
-70%

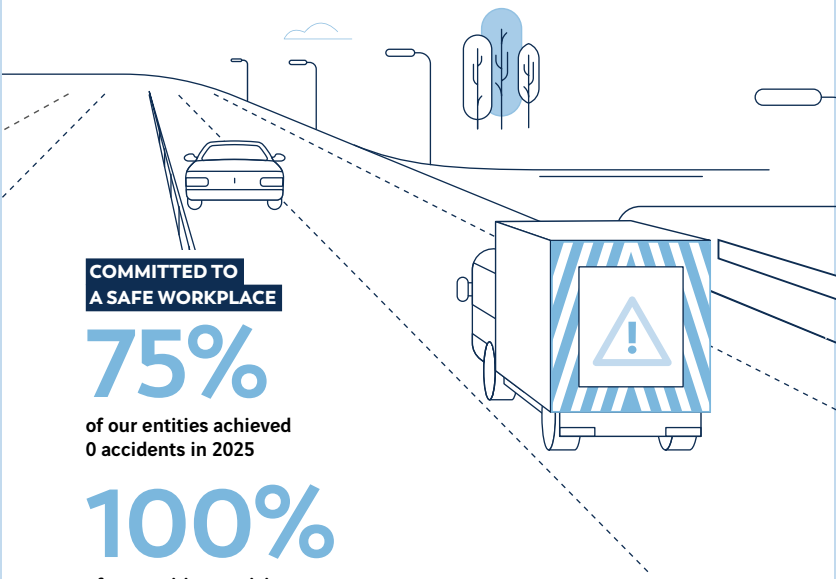
serious accidents on Lima Expressa
since it joined VINCI Highways in 2016



-83%

serious accidents on Athens-Patras
highway since we delivered major upgrades
and improved operations in 2017





**COMMITTED TO
A SAFE WORKPLACE**

75%

of our entities achieved
0 accidents in 2025

100%

of our entities participate
in VINCI Safety Week

**TAKING PART
IN COMMUNITIES**

300

girls participated in a
soccer championship
promoted by Lima Expresa

45,000

people supported through
Via Esperanza in Colombia

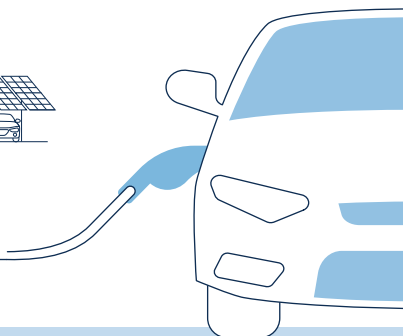
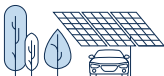
**ACTING FOR
THE CLIMATE**

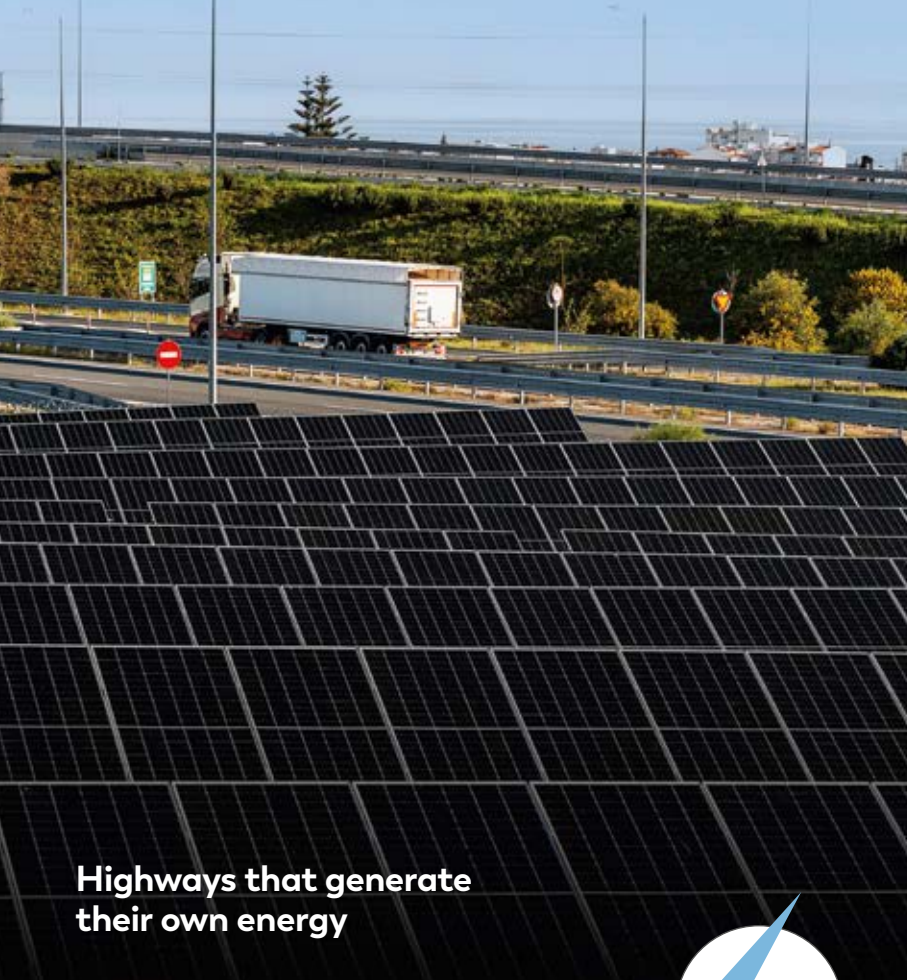
-40%

scope 1 and 2 emissions
since 2018

12 MW_p

installed solar capacity





Highways that generate their own energy



In 2025, we inaugurated one of Europe's largest highway solar power plants on Olympia Odos in Greece. With its array of 19 photovoltaic panels installed on roadside areas, toll plaza canopies, and the roofs of operational buildings, it has a total capacity of 10 MWp, covering 100% of the highway's operating needs. Delivered in less than two years, the project stands as a model of sustainable, energy-autonomous infrastructure that accelerates the environmental transition and adds real value for society.

10 MW_p

of total capacity, covering 100%
of Olympia Odos's operating needs



Highways that support biodiversity

Along Northwest Parkway in Colorado, our partnership with the Butterfly Pavilion aims to transform part of the toll road corridor into a pollinator habitat. A one-mile stretch will be planted with local flowers, shrubs and grasses designed to bloom throughout the year, helping bees, butterflies and other pollinators move between existing habitats.



75%

of Northwest Parkway operations are now powered by solar energy

1.6 KM

pollinator corridor planned along Northwest Parkway



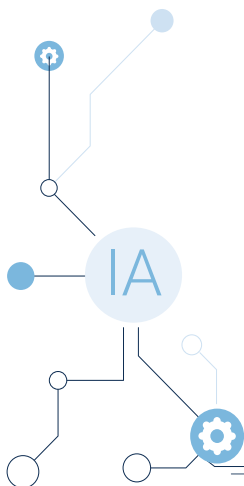
Highways that serve the community

Deeply rooted in the economic and social fabric of local areas, our highways seek to create opportunities for communities. Vía Sumapaz in Colombia is an illustration of this through its innovative ways to showcase what the region has to offer. These include “The Boulevard”, a program that offers retail spaces along the expressway where local businesses can sell their products directly to drivers. To date, more than 90 ventures along the highway have participated in 24 editions of this ongoing initiative. In parallel, a tourism campaign promotes the highway as a gateway to transform “each kilometer into a unique experience”, with a practical guide suggesting highlights along the route.



24th

edition of “The Boulevard”,
a long-term program to promote
local markets



Highways that promote safe driving

In Brazil, Entrevias is pioneering the use of AI-powered traffic cameras to detect risky driving behavior in real time. Deployed near Ribeirão Preto and Marília, the system supports targeted prevention actions with highway police, helping curb mobile phone use and improve seatbelt compliance.



Real-time

detection of risky behavior
results in faster prevention



VINCI HIGHWAYS' PORTFOLIO

TOLLED CONCESSIONS

	Transactions (in millions)	Length	Country	Ownership	Contract term
Entrevias	37.5	570 km	Brazil	55%	2047
Via Cristais	14.4 ⁽¹⁾	594 km	Brazil	100%	2055
Confederation Bridge	1.1	13 km	Canada	85%	2032
Via Sumapaz	15.8	141 km	Colombia	75%	2046
Via Solutions Südwest (A5)	4.1 ⁽²⁾	60 km	Germany	54%	2039
Via Solutions Thüringen (A4)	3.1 ⁽²⁾	45 km	Germany	50%	2037
Rio-Antirrio Bridge	4.5	3.5 km	Greece	72.3%	2039
Olympia Odos	61.5	277 km	Greece	36%	2038/2044
Aegean motorway	30.3	230 km	Greece	15.3%	2038
Lima Expresa	70.1	25 km	Peru	100%	2049
Vasco da Gama Bridge 25 de Abril Bridge	41	25 km	Portugal	49.5%	2030
Northwest Parkway	7.1	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 ⁽³⁾	Airtel Payment Bank	India	2031	End-to-end multi-lane free-flow solution
	ICICI Bank	India	2031	
	Axis Bank	India	2031	Backoffice (enables Indian banks to issue tags and process ETC tolls, parking, and fuel services to road users)
	ICICI Bank	India	2027	
	Bank of Baroda	India	2026	
	Pharr International Bridge	USA	2035	Backoffice, toll collection system, payment processing, mobile application
	SRTA, Georgia	USA	2031	Backoffice and customer service
	NTTA, Texas	USA	2028	Backoffice and image review
	OCTA/RCTC, California	USA	2030	Backoffice, customer service and traffic operations
	CTRMA, Texas	USA	2026	Backoffice and customer service
Turas ⁽⁴⁾	HCTRA, Texas	USA	2026	Image review
	TII	Republic of Ireland	2031	Backoffice and customer service (M50, Dublin ring road)

(1) Start of operations in March 2025.

(2) Heavy vehicles only.

(3) 100% VINCI Highways subsidiary.

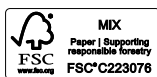
(4) 60% VINCI Highways subsidiary.

Communication Department: **VINCI** 

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