

Essentials  
2020 — 2021

# POSITIVE MOBILITY





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# Editorial

**Belen Marcos,**

Executive Vice President of VINCI Concessions,  
President of VINCI Highways

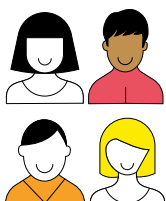
A portrait of Belen Marcos, a woman with long blonde hair, wearing a blue top and a black blazer, smiling slightly. She is standing against a plain light background.

“Mobility will be at the heart of the recovery. We have a key role to play in rebuilding economies and developing regional connectivity, making road travel greener, cleaner, safer and smoother for drivers.”

Over the last year, the Covid-19 crisis reduced road use; nonetheless our network saw on average 80% of normal traffic levels, and as soon as restrictions were lifted, road travel quickly rebounded. Our construction projects were also largely unaffected despite the challenging context. This resilience is thanks to the effort of our teams, who showed outstanding commitment and ingenuity. Nor did the context prove an obstacle to development: we were awarded new concession contracts in the Czech Republic and Kenya, and we renewed our operating contract to manage the 91 Express Lanes in the USA. We have a number of projects in the pipeline as governments worldwide seek to invest in mobility. Our strength lies in our unique global expertise and synergy with VINCI's contracting branch, aligned with our strong local footprint. It also lies in our vision. The future of transport is connected and green, and this shapes everything we do. Increasingly connected cars can be linked to infrastructure to help traffic flow and to prevent accidents. There are also opportunities for highways to allow more people to use the same roads with less energy: for example, electric vehicles and ridesharing. For us, the future is today, and we are paving the way there.

# Key figures

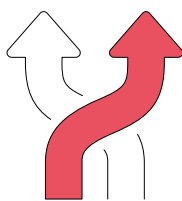
2020 was proof of the robust foundations of VINCI Highways, with our networks retaining a significant level of traffic and our projects advancing as planned. Our culture of partnership and the expertise of our teams drive our unshaken position as a world leader in positive, smart mobility.



Human Resources

**5,267**

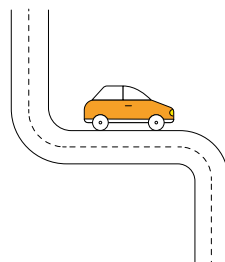
employees worldwide



Network

**3,952 km**

total network operated  
or under construction  
as of December 31, 2020



Traffic

**441 M**

vehicles served in 2020

Revenue

Managed revenue

**€675 M**

Consolidated revenue

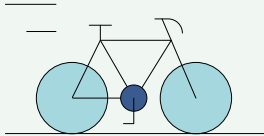
**€162 M**

#### Environment



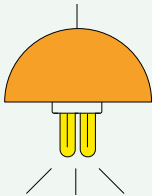
**41**

ISO certifications



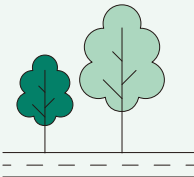
**82 km**

of cycle paths



**61,712**

LED lights installed



**2020**

Creation of the Movemos Foundation by Lima Expressa to promote sustainable mobility

#### Innovation



**4.8 M**

digital/e-mobility subscribers  
(+53.4% compared to end 2019)



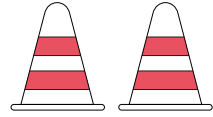
**1st**

full BIM highway  
in the Czech Republic



**13**

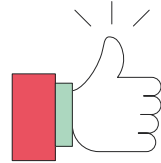
B2C mobile apps



#### Investment

**€730 M**

planned investment in works  
in the next 5 years



#### Safety

**-67.8%**

fewer accidents  
on Lima expressways  
since their integration  
in the VINCI Highways  
network in 2016



#### A committed company

**170**

students benefited  
from career days for women  
engineers organized by  
the Bogotá-Girardot Highway  
in 2020

# Providing essential services

———— Mobilized more than ever during the Covid-19 crisis, the teams of VINCI Highways went the extra mile to guarantee the continuity of our mission as a public service, to ensure the transport of essential workers and goods, and to embody our values through a variety of local solidarity initiatives.

## United behind frontline workers

In 2020, a number of initiatives were launched by our teams to support healthcare workers, under such intense pressure during the pandemic. In Greece, the personnel of three hospitals in Patras were given toll tag transponders with a free return per day to use the Rio-Antirrio bridge, which links the Peloponnese to the Greek mainland. In Moscow, a campaign raised funds for pre-paid transponders for the medical staff of two hospitals located near the M11 Neva. In Lima, Peru and the Isle of Wight in the UK, service cars and ambulances of highway concession operators were made available to transport carers or deliver meals to them.



## Keeping transport moving

In a crisis, the infrastructure that allows the circulation of essential workers and goods is more indispensable than ever. Throughout the Covid-19 pandemic, our teams have been working to ensure this continuity, rapidly making the necessary adaptations to operate safely. Their dedication and agility kept vital infrastructure open to allow the transport of patients, health workers, medical supplies and, most recently, vaccines.







### Involved in local communities

In December 2020, our subsidiary VIA 40 Express, concession holder of the Bogotá-Girardot highway in Colombia, supported the launch of a foundation to improve the quality of life of local communities. The VINCI Foundation for Colombia, alongside the Group's four other subsidiaries operating in the country (VINCI Construction, VINCI Construction Terrassement, Soletanche Bachy and Freyssinet Tierra Armada) will support more than 100,000 Colombians strongly impacted by the Covid-19 pandemic, delivering food to those most in need. Beyond the immediate health crisis, the Foundation will seek to work with local communities to address the major socio-economic and environmental challenges they face. Present in 14 of Colombia's 32 departments and 36 municipalities, the VINCI Foundation aims to foster the emergence of local initiatives led by community groups, NGOs or citizen collectives.

## 100%

of our highways remained open during the Covid-19 crisis.

**KENYA****Forging links for the future**

In October 2020, VINCI Highways signed its first public-private partnership (PPP) in Africa. A 30-year contract signed in the presence of President Emmanuel Macron of France and President Uhuru Kenyatta of Kenya, the project will transform the existing trunk road between Nairobi and Mau Summit into a 175 km dual two-lane highway, vastly improving mobility in the Rift Valley. After a full environmental and social impact assessment, the work to widen and upgrade the road will be carried out by a consortium of VINCI Construction subsidiaries, capitalizing on local knowledge with Sogea-Satom from Kenya and on the global expertise of VINCI Construction Terrassement, specialized in large infrastructure projects. VINCI Highways will operate the highway, implementing advanced technology for traffic management and maintenance and training local employees in its use. Heavily traveled to transport goods arriving in Kenya via the port of Mombasa to neighboring countries such as Uganda and South Sudan, this new strategic infrastructure will enhance the region's connectivity. The modernization will also improve road safety and traffic conditions, reducing congestion and environmental pollution on this major Kenyan roadway.

**€1.3 bn**

contract.

**30-year**

public-private partnership.

# Building vital connections

————— Around the world, VINCI Highways is contributing to the economic development of regions and a better tomorrow for generations to come. Leveraging our capacity for innovation, we design, build and operate key infrastructure projects that respond to the long-term mobility needs of the communities we serve.



## CZECH REPUBLIC

### Breaking ground in new territories

In another milestone, in 2020 VINCI Highways was awarded the first-ever motorway PPP in the Czech Republic. The project involves designing, constructing, operating and maintaining a new 32-km highway linking Příbram to Písek and converting 17 km of existing infrastructure into a dual two-lane carriageway between the rural region of South Bohemia and the capital Prague. This improved road connection will contribute to fluidity on the country's major commercial routes, particularly toward Germany and Austria. Innovative, the new motorway will be equipped with state-of-the-art technology that guarantees a high level of road safety and improved traffic flow. Environmentally sustainable, the project will recycle and reuse up to 1.9 million cubic meters of excavated materials and is committed to recycling up to 60% of the total volume of asphalt mix. Storm water retention ponds, wildlife crossings and a zero-pesticide commitment will contribute to preserving biodiversity.

# €600 M

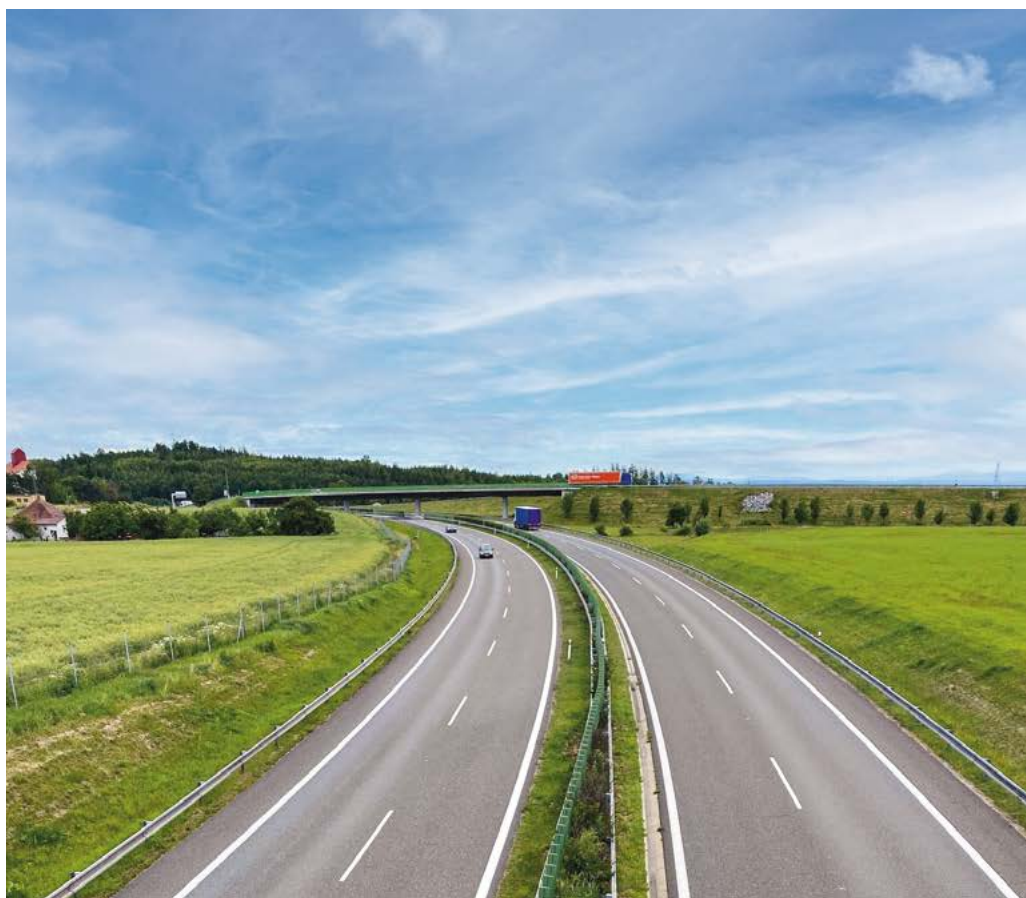
contract.

# 28-year

public-private partnership.

# 1st

highway PPP in the Czech Republic.



# Upgrading for the future

Modernizing transport infrastructure with best-in-class solutions in step with the ecological transition is crucial for the challenges of tomorrow. Our award-winning mobility projects show our capacity to deliver large-scale projects to the highest standards, creating value for our customers and society as a whole.

## COLOMBIA

### Transforming road transportation

The Bogotá-Girardot highway is a vital axis in the life and economy of Colombia. Running from the Pacific coast to the capital, Bogotá, it is the busiest road corridor in this dynamic country. Since 2016, the VINCI Highways subsidiary VIA 40 Express has led the project to modernize and expand the highway, capitalizing on the expertise of VINCI Construction Grands Projets, VINCI Construction Terrassement, and its Colombian partner Conconcreto. With the first renovated section delivered in 2019, the project continues with two priorities: improving road safety and enhancing customer experience, for example, through features such as a recently introduced chatbot that informs motorists about traffic conditions, roadworks and available services. In the latest phase of the project, launched at the beginning of 2021, seven sections totaling 126 km will be rehabilitated, with a third lane added in several key segments. Scheduled for delivery in 2025, this major highway project is one of the largest in Colombia and will create 14,000 direct or indirect jobs and play a key role in the economic development of the country.

## 395 bn pesos

estimated contribution of the roadway to Colombia's future GDP.





## GERMANY

### Better for drivers, better for the environment

The expansion of the A7-2 highway, a vital north-south corridor connecting the major economic hub of Bavaria to the northern port of Hamburg, continues to advance with a new section opened to traffic in June 2020. One side of the 5-km section between Grossenrode and Northeim West has now been widened and revamped to deliver smarter infrastructure that provides a more seamless and safe driving experience. An 80-m wildlife crossing is also being created to allow animals such as deer, wild boar and wildcats to cross safely, making the new three-lane highway one of the greenest in Germany.

# 60,000

vehicles served every day on the A7-2 highway in 2020.

## EXCELLENCE IN INFRASTRUCTURE

### Regina Bypass, Canada

Awarded the 2020 National Gold Award for Infrastructure, designated by the Canadian Council for Public-Private Partnerships in recognition of excellence and innovation in infrastructure.



### M11, Russia

Named ROSINFRA Project of the Year, an award based on the G20's Principles for Quality Infrastructure Investment, which assess the impact of a project on sustainable development and economic goals.





# Enhancing the driving experience

———— We believe that road transportation is first and foremost about guaranteeing comfort and safety to those using our infrastructure and optimizing their overall experience. From ensuring the fluidity of traffic to excellence in road services, we are constantly adapting to evolving needs to implement sustainable mobility solutions that make a real difference in customers' lives.

## GREECE

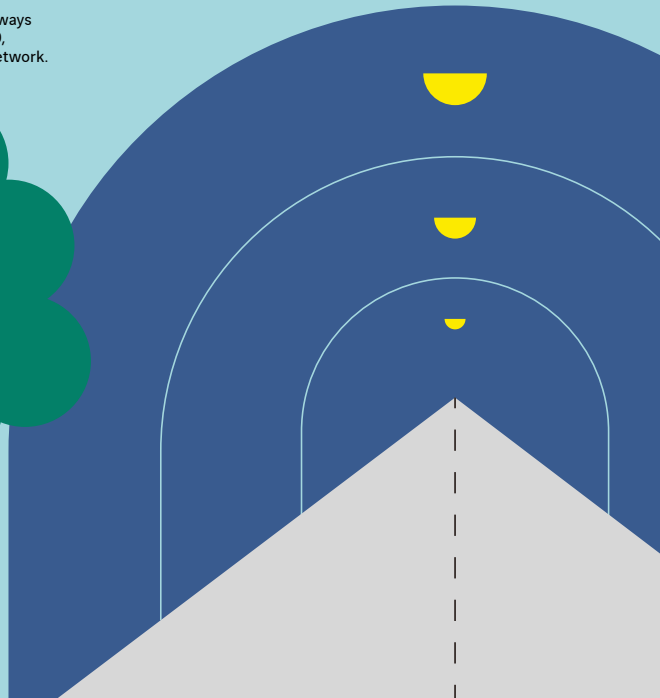
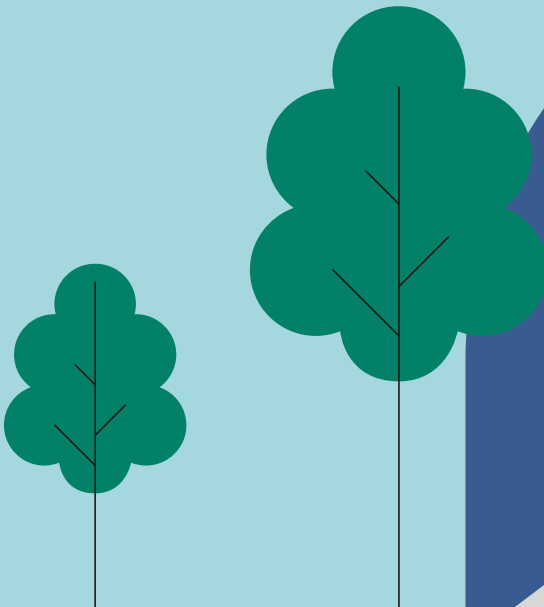
### Trouble-spotting with advanced technology

The toll highway Olympia Odos, which serves as the main link between Athens and the port of Patras, won a 2020 Facilities Management Award for its innovative smart tunnel system, which uses sensors to collect data and monitor equipment. This smart approach allows potential problems to be anticipated and immediately addressed with preventative maintenance. This worldwide model in smart motorway systems increases the lifetime of tunnel equipment and reduces costs, while maximizing driver safety and traffic flow.



## Safety Week

Committed to ensuring user safety on its roads, VINCI Highways organized its second annual Safety Week in November 2020, a major event that involved all employees throughout the network.





#### CALIFORNIA, USA

### Expertise in Electronic Toll Collection

In 2020, VINCI Highways won renewal of its contract to operate a state-of-the-art back-office system and end-to-end customer service on the SR91 Expressway, an 18-mile highway corridor between the cities of Anaheim and Corona. VINCI Highways has been providing services since 1995 on the 91 Express Lanes, one of the world's first fully automated free-flow toll facilities, winning the trust of transportation authorities by leveraging advanced technologies to deliver efficient operations, improve revenue collection and ease congestion.

# 150,000

accounts and 37 million trips per year.



#### TEXAS, USA

### Smart services for seamless traffic

A new system for the North Texas Tollway Authority (NTTA) was successfully delivered in 2020. The VINCI Highways' subsidiary TollPlus was selected to design, implement and operate the back-office system that processes toll operations and services over NTTA's entire network in Texas. This innovative system uses tag transponders and license plates for all transactions to ensure the free flow of traffic and comfort of road users.

# 6 M

transactions daily – double the volume of the previous system.



# Leading the green transition

Committed to promoting sustainability, we strive to build and operate infrastructure that not only lasts for decades, but also that respects the environment now and for future generations. More than ever, we have a laser-sharp focus on our projects' environmental impact at every stage of the value chain, everywhere we operate.



## Smart solutions to save energy

Across its networks, VINCI Highways is shrinking its footprint in road lighting. LED lights not only provide better illumination, they also have far higher life expectancy and use much less energy. In 2020, LED lighting was installed along Slovakia's R1 PR1BINA expressway and Banská Bystrica bypass. The switch to LED in Russia on the M11 between St Petersburg and Veliky Novgorod has reduced annual electricity consumption by up to 15%, allowing the highway to save 2862 tons of CO<sub>2</sub> emissions a year. In addition, ambient light sensors manage the motorway's lights according to real conditions. In Peru, emergency exits in Lima Expresa's tunnels have been equipped with smart motion sensor lights, allowing 80% of emergency lights to remain off when not needed.

## 40%-60%

more energy efficient thanks to LED lighting.

## Paving the way in the circular economy

Recycling and reuse are key to the green transition. On the Isle of Wight, the VINCI Highways subsidiary Island Roads is resurfacing roads with a patented recycled surfacing material – a milestone in the circular economy. The product is made on the island, reducing transport needs, and can also be laid cold, which further reduces energy use. The process allows the reuse of large quantities of road surfacing materials that might otherwise end up in landfills. The improvement work on the Isle of Wight used 250,000 tons of recycled surface material – all taken from the existing highway network. In another green initiative in Peru, VINCI Highways' automatic toll collection subsidiary PEX has launched the innovative "Green Recharge" payment system, allowing drivers in Lima to pay tolls with plastic bottles, which are then distributed to local recycling companies.

## 75,000

plastic bottles recycled in 3 months in Lima.



## Charging forward in clean mobility

VINCI Highways is committed to helping drivers turn to sustainable energy. In 2020, our Peruvian subsidiary Lima Expresa installed the first free electric charging station on the Via de Evitamiento. In Russia, EV charging has also been added on the M11 highway, making it the first in the country to service electric vehicles. In Greece, motorists can now fuel up with natural gas on a Greek motorway for the first time. Along the Olympia Odos, compressed natural gas stations came into service in 2020. The service stations were also the first in Greece to install fast electric charging stations in 2018, leading the way in sustainable road infrastructure.

1st

electric charging stations  
in Russia on the M11 highway.





# VINCI Highways around the world

## CANADA

- Regina Bypass
- Confederation Bridge
- Fredericton-Moncton expressway

## UNITED STATES

- Cofiroute USA: 91 Express Lanes, California / CTRMA, Texas
- TollPlus: NTTA, Texas / Pharr International Bridge, Texas
- Ohio River Bridge: East End Crossing

## JAMAICA

- Highway 2000 East-West

## COLOMBIA

- Via 40 Express, Bogotá-Girardot highway

## PERU

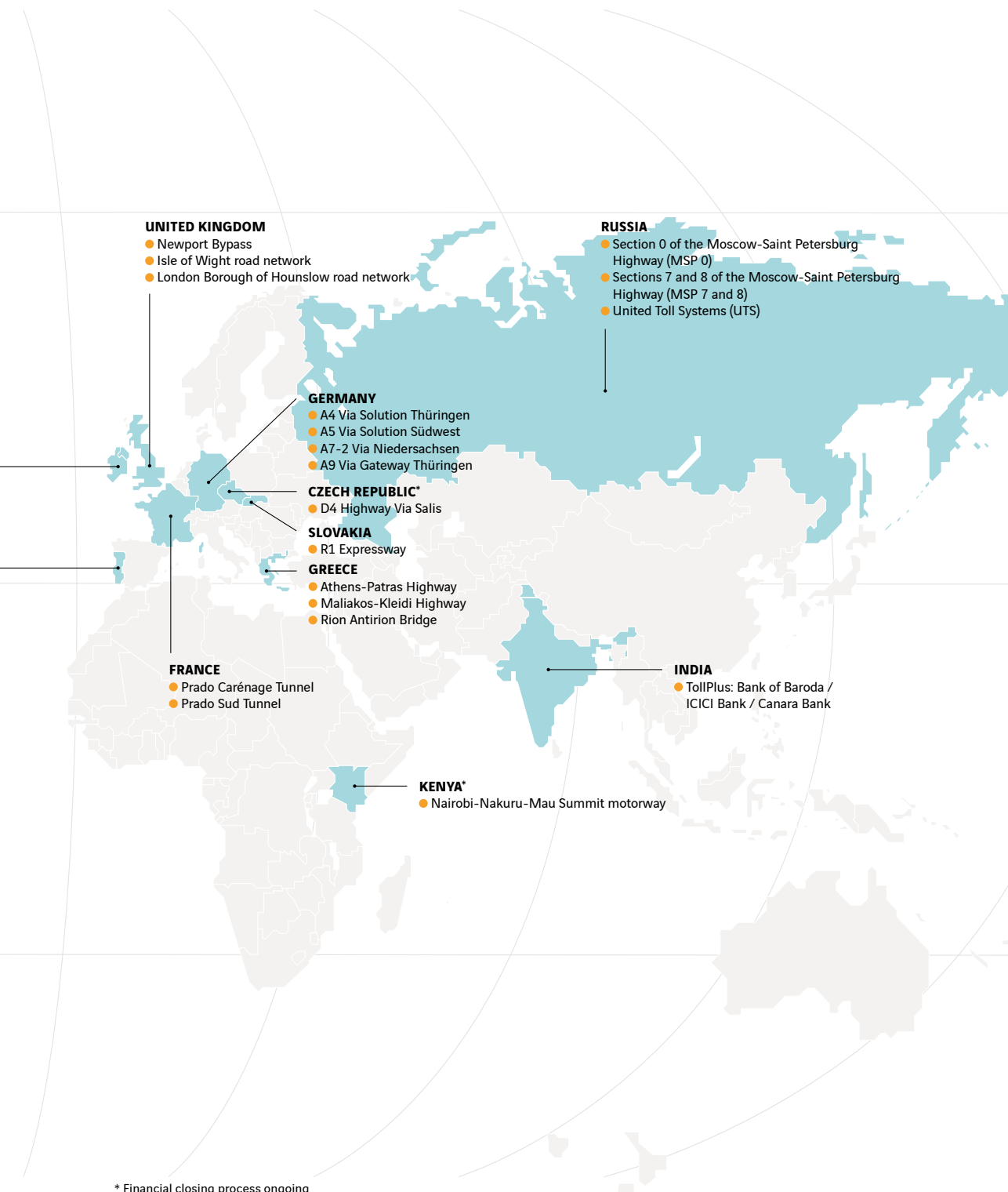
- Lima Expressa
- PEX

## REPUBLIC OF IRELAND

- Turas: Dublin ring road

## PORTUGAL

- 25 April Bridge, Lisbon
- Vasco da Gama Bridge, Lisbon



**UNITED KINGDOM**

- Newport Bypass
- Isle of Wight road network
- London Borough of Hounslow road network

**GERMANY**

- A4 Via Solution Thüringen
- A5 Via Solution Südwest
- A7-2 Via Niedersachsen
- A9 Via Gateway Thüringen

**CZECH REPUBLIC\***

- D4 Highway Via Salis

**SLOVAKIA**

- R1 Expressway

**GREECE**

- Athens-Patras Highway
- Maliakos-Kleidi Highway
- Rion Antirion Bridge

**FRANCE**

- Prado Carénage Tunnel
- Prado Sud Tunnel

**RUSSIA**

- Section 0 of the Moscow-Saint Petersburg Highway (MSP 0)
- Sections 7 and 8 of the Moscow-Saint Petersburg Highway (MSP 7 and 8)
- United Toll Systems (UTS)

**INDIA**

- TollPlus: Bank of Baroda / ICICI Bank / Canara Bank

**KENYA\***

- Nairobi-Nakuru-Mau Summit motorway

\* Financial closing process ongoing

# VINCI Highways' portfolio

Infrastructure	Description	Concession company	Share capital held	Operator	Share capital held	End of contract
<b>FRANCE</b>						
Prado Sud Tunnel	1.9-km urban toll tunnel in Marseille, with two one-way traffic levels	SPS	59%	SMTPC	33%	2055
Prado Carénage Tunnel	2.1-km urban toll tunnel in Marseille	SMTPC	33%	SMTPC	33%	2032
<b>GERMANY</b>						
A7 highway <sup>(1)</sup>	60-km section of highway, with satellite-based ETC for heavy vehicles, between the Bockenem and Göttingen interchanges in Lower Saxony	Via Niedersachsen	50%	Via Niedersachsen	50%	2047
A5 highway	60-km section of highway, with satellite-based ETC for heavy vehicles, between Offenburg and Karlsruhe in Baden-Württemberg	Via Solutions Südwest	54%	Via Solutions Südwest	54%	2039
A4 highway	45-km section of highway, with satellite-based ETC for heavy vehicles, between Gotha and Eisenach in Thuringia	Via Solutions Thüringen	50%	Via Solutions Thüringen	50%	2037
A9 highway	47-km section of highway, with satellite-based ETC for heavy vehicles, between Triptis and Schleiz in Thuringia	Via Gateway Thüringen	50%	Via Gateway Thüringen	50%	2031
<b>CANADA</b>						
Regina Bypass	61-km motorway bypassing Regina, the capital of Saskatchewan with two one-way traffic levels	Regina Bypass Partners	38%	SCH Maintenance Services Ltd	50%	2049
Confederation Bridge	12.9-km bridge between Prince Edward Island and New Brunswick	Strait Crossing Development Inc. (SCDI)	20%	Strait Crossing Development Inc. (SCDI)	20%	2032
Fredericton-Moncton Highway <sup>(2)</sup>	195-km section of motorway between Fredericton and Moncton in New Brunswick	MRDC Operations Corporation	25%	MRDC Operations Corporation	25%	2028
<b>COLOMBIA</b>						
Bogotá-Girardot Motorway <sup>(1)</sup>	141-km toll motorway between Bogotá and Girardot, with construction of a third lane over 65 km	Vía 40 Express	50%	Vía 40 Express	50%	2042
<b>UNITED STATES</b>						
Ohio River Bridge – East End Crossing	12-km motorway between Indiana and Kentucky, including the new 4-lane, cable-stayed toll bridge (762 meters) and a twin-tube tunnel (512 meters)	WVB East End Partners, LLC	33%	WVB East End Partners, LLC	33%	2051
NTTA	Design, implementation and operations of the back-office system, processing toll operations and services over NTTA's entire network in Texas	–	–	TollPlus	30%	2029
CTRMA	Pay-by-mail processing, collections, and customer services on five motorways and expressways in Austin and Tyler, Texas, Cofiroute USA	–	100%	Cofiroute USA	100%	2024
91 Express Lanes	(SR-91) in Orange County (California) A third lane is provided in each direction at the toll plaza to identify high-occupancy vehicles	–	100%	Cofiroute USA	100%	2021
<b>GREECE</b>						
Charilaos Trikoupis Bridge	2,880-m cable-stayed toll bridge linking the Peloponnese to the mainland	Gefyra	57%	Gefyra Litourgia SA	55%	2039
Athens-Corinth-Patras Motorway	201-km toll motorway between Elefsina (Corinth) and Patras	Olympia Odos	30%	Olympia Odos Operation	30%	2038
Maliakos-Kleidi Motorway	230-km toll section (gulf of Maliakos to Kleidi) of the motorway between Athens and Thessalonika	Aegean Motorway	15%	Aegean Motorway	15%	2038
<b>JAMAICA</b>						
Highway 2000 East-West	50-km toll motorway divided into two sections and created to alleviate traffic congestion at the entrance to the capital, Kingston	–	–	Jamaican Infrastructure Operator	51%	2036
<b>PERU</b>						
Lima Expressa	25-km toll expressways in the center of Lima	Lima Expressa	100%	Lima Expressa	100%	2049



Infrastructure	Description	Concession company	Share capital held	Operator	Share capital held	End of contract
<b>PORTUGAL</b>						
Tagus bridges	Two toll bridges in Lisbon: the 2.25-km 25 April Bridge and the 17.2-km Vasco da Gama cable-stayed bridge (12.3-km over the Tagus), equipped with viaducts	Lusoponte	41%	Lusoponte	41%	2030
<b>UNITED KINGDOM</b>						
Newport Southern Distributor Road	Reconstruction and widening of a 10-km section of urban highway, with the construction of a steel bowstring arch bridge	Morgan VINCI Limited	50%	Ringway (Eurovia)	–	2042
Isle of Wight road network	Upgrade and maintenance of the Isle of Wight's road network, totalling 821 km of roads, 767 km of pavements and over 12,000 street lights	Island Roads Services	50%	Ringway Island Roads (Eurovia)	–	2038
London Borough of Hounslow road network	Upgrade and maintenance of the London Borough of Hounslow's road network, totalling 432 km of roads, 762 km of pavements and over 16,000 street lights	Hounslow Highway Services	50%	Ringway Hounslow Highway Limited (Eurovia)	–	2037
<b>RUSSIA</b>						
Sections 7 and 8 of the M11 motorway between Moscow and Saint Petersburg	138 km of a four- or six-lane toll motorway, starting from Saint Petersburg	Two Capitals Highway (TCH)	40%	NHO	100%	2041
Section 0 of the M11 motorway between Moscow and Saint Petersburg	43-km toll motorway, the first part of M11 which runs between the Moscow ring road and Solnechogorsk town, bypassing Sheremetyevo International Airport	North West Concession Company (NWCC)	50%	United Toll Systems	50%	2040
<b>SLOVAKIA</b>						
R1 (PR1BINA) Expressway	The 46-km PR1BINA Expressway, located between Nitra and Tekovské Nemce, to the east of Bratislava, as well as the 5.5-km Banská Bystrica northern ring road	Granvia	50%	Granvia Operation	100%	2041
<b>IRELAND</b>						
Dublin ring road (M50)	All-inclusive free-flow solutions and customer services on Dublin ring road (M50), managed by Transport Infrastructure Ireland (TII)	–	–	Turas	60%	2029

## Road operations and digital solutions service companies

Company	Description	Share capital held
<b>UNITED STATES AND INDIA</b>		
TollPlus	Software solutions for toll-road management	30%
<b>UNITED STATES</b>		
Cofiroute USA	Development and operations of digital services systems and customer relations	100%
<b>PERU</b>		
Pex	Toll-services operator	100%
<b>RUSSIA</b>		
United Toll Systems	UTS is the Russian leader in motorway operation and toll management (1,028 km)	50%
<b>IRELAND</b>		
Turas	All-inclusive provider of road solutions services	60%

(1) Construction in progress. (2) Routine maintenance contract.

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### Illustrations: DR.

All photos with people not wearing masks are photos taken before the Covid-19 crisis.



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