

ACTIVITY 2019-2020

POSITIVE
MOBILITY

Makers



NOTE TO THE READER

This document was written and designed prior to the Covid-19 pandemic.

While the information regarding performance in 2019 remains relevant, the forecasts for 2020 as well as other forward-looking statements contained within the report do not reflect the change in circumstances that has since taken place. VINCI Highways reserves the right to subsequently publish updated versions of the report that take into account the global economic changes that occurred in the first half of 2020.

Published on our websites, each update will be explicitly labelled as such in an effort to maintain transparency.

Creating

SUSTAINABLE
MOBILITY

20 _____ 25

Connecting

COMMUNITIES WITH
THEIR FUTURE

26 _____ 31

Ensuring

THE QUALITY OF
OUR NETWORK

32 _____ 37

Opening

THE ROAD TO
A NEW EXPERIENCE

38 _____ 43

Listening

AND RESPONDING
TO THE LOCAL VOICE

44 _____ 49



VISION

ENVISIONING A BETTER TOMORROW



We welcome you to our 2019-2020 activity report in which we present a review of our past year and our momentum in building for the future. Our accomplishments and progress are driven by our conviction that economic development and human well-being are intrinsically linked with positive and sustainable mobility. We respond to the needs and expectations of our public authority customers and the users of our infrastructure. We continue to put this combined expertise and experience to work in tackling the increasing complexity of mobility challenges as VINCI Highways renews its commitment to responding to the long-term mobility needs of the communities and people we serve. This is what positive, sustainable mobility looks like, made possible every day by the men and women at VINCI Highways:

**WE ARE POSITIVE
MOBILITY** *Makers*



Enhancing the customer experience in California

VINCI Highways won renewal of its contract in early 2020 to provide services on the SR91 Expressway, an 18-mile highway corridor between the cities of Anaheim and Corona, California, one of the world's first fully automated free flow toll facilities.

Under the seven-year contract, VINCI Highways will implement and operate a technologically advanced state-of-the-art back office system and end-to-end customer service center operations, covering more than 150,000 accounts and 37 million trips per year.



Regina Bypass opening brings multiple benefits to the Canadian prairies

The official opening of the Regina Bypass means improved safety, reduced congestion and better access for truckers, shippers and businesses to important trade corridors, enabling the continued growth of exporting industries important to the regional economy.

Completed in just four years, the Regina Bypass is the province of Saskatchewan's largest ever transportation infrastructure project and its first PPP, representing an investment of nearly €1.3 billion. It will be operated by VINCI Highways under a thirty-year concession.



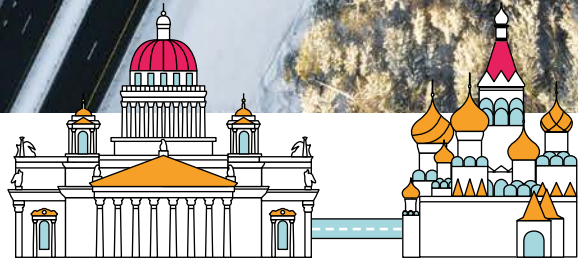
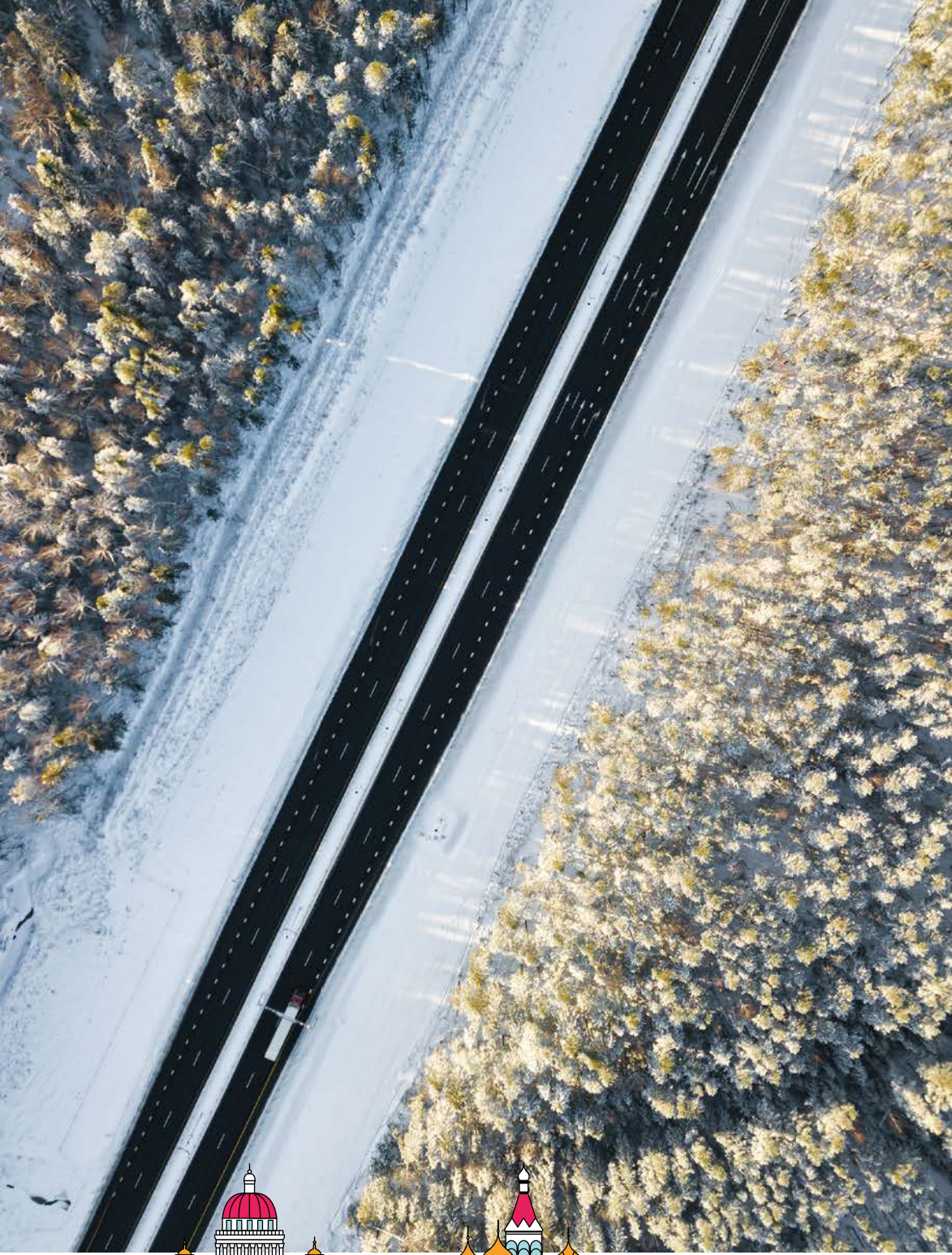


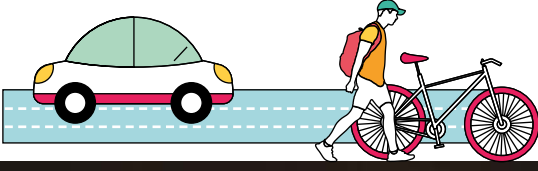
New highway in Russia halves travel time between Moscow and Saint Petersburg

Completion of the M11 highway provides a reliable highway link for the 669-km journey from Moscow to Saint Petersburg. The new route reduces travel time, improves safety and better integrates the Russian highway network with the international networks of Northern Europe.

Delivery of a 103-km section of the M11 between the cities of Velikiy Novgorod and Tosno and a 38-km section linking Tosno with the Saint Petersburg ring road further extends VINCI Highways' coverage of critical road infrastructure across the Russian Federation.







Modernization of busy roadway moves forward

Modernization of Colombia's busiest highway moved forward with the commissioning of the first section between the cities of Soacha and Sibaté in the summer of 2019. Mobility was improved through the widening of the 11-km section and the creation of a third lane, a cycle path and pedestrian walkways.

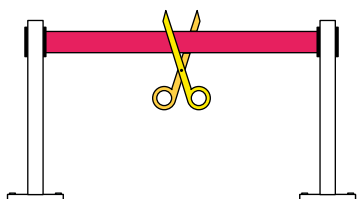
For a project involving more than 1,000 workers at a time and in a highly urbanized area through which 100,000 vehicles pass each day, effective planning is critical. Work often was scheduled to be performed at night when traffic volume is lowest.





New identity for Lima's expressways

Lima Expresa's high quality and safety standards demonstrates VINCI Highways' ability to successfully integrate local teams' knowledge and understanding with the expertise and processes of its international network.

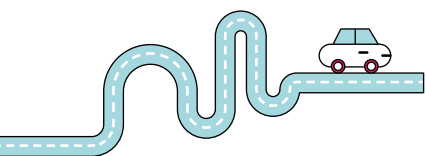


The highways in Lima, Peru, formerly known as Lamsac, are now known as "Lima Expressways, powered by VINCI Highways." In line with the global brand strategy, the new name reflects the changes made since VINCI Highways took over responsibility for the project.



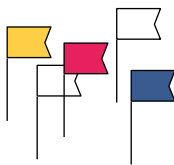
GLOBAL KEY FIGURES

A leader in road mobility



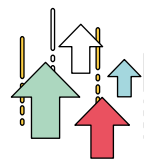
3,695 km

total network operated or under construction as of December 31, 2019



Serving drivers and public authorities in

14 countries

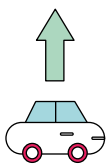


Managed revenue

€840 M

+12.6% compared to 2018

Operational performance: an attractive network



537 M

+5.6% tolled traffic growth
+14.5% traffic growth including availability and management contracts



+181

services and rest areas



Commitment to excellence
40 ISO certifications

Investment and project management



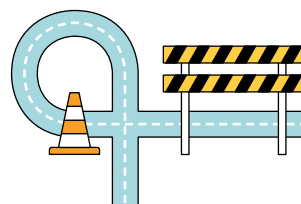
210 km

of new roads built in 2019



€765 M

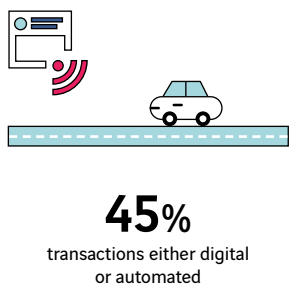
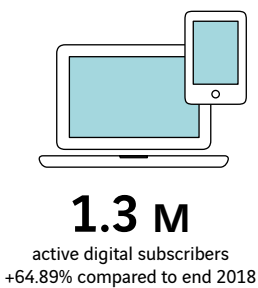
of work investment planned in the next 5 years



1,160 km

of roads being renovated

Innovation



A multicultural company



Guiding a growing industry leader



NICOLAS NOTEBAERT
CEO, VINCI Concessions
Chairman, VINCI Highways



CHRISTOPHE PÉLISSÉ DU RAUSAS
Executive vice-president,
VINCI Concessions



OLIVIER MATHIEU
Executive vice-president,
VINCI Concessions

HEADQUARTERS



SANDRINE BENMUSSA
Director, asset optimization



CÉDRIC BRAUNWALD
Chief Financial Officer



MARCEL VIAL
Chief Operating Officer

OPERATIONS



CHRISTIAN BIEGERT
Executive director,
Russia



LAURENT CAVOIS
CEO, Lima Express,
Peru



ARNAUD JUDET
Executive director,
Germany



CHRISTOPHE MARTIN
Executive director
North America



**PANAYIOTIS
PAPANIKOLAS**
Executive director, Greece

BUSINESS DEVELOPMENT



THOMAS BIGEURE
Development director,
Asia Pacific



FABIENNE MARHEM
Development director, Europe,
Middle East and Africa



BERNARDO SERAFIM
Development director,
Latin America

As VINCI Concessions' dedicated business line operating highways, road networks, bridges and tunnels around the world, VINCI Highways has become a global leader in its industry.

Through its broad expertise in financial engineering, program management, road operations and maintenance, and customer relations, VINCI Highways delivers resilient, sustainable and pioneering mobility solutions aligned with the needs of public authorities and customers. VINCI Highways' growth is guided by its Management Committee, whose members apply their expertise and international perspectives in overseeing implementation of the company's business model and the dissemination of its culture and best practices throughout the highly-decentralized worldwide organization.

Editor

NICOLAS NOTEBAERT,
CEO, VINCI Concessions
Chairman, VINCI Highways

ACCELERATING OUR PROGRESS

The past year has been one of progress and achievement for VINCI Highways.

The 12.6% growth in our revenues, which reached 840 million euros of managed revenues, confirms our position as a world leader in road mobility. The 5.6% growth in tolled traffic demonstrates our ability to maintain and operate high quality, attractive road infrastructure. Examples of this dynamic growth include Lima Expressa in Lima, Peru, and the M11 highway in Russia between Moscow and Solnechnogorsk bypassing the Sheremetyevo International Airport. VINCI Highways also continued its international expansion with its first contract win in the Republic of Ireland, the M50 in Dublin, and the renewal in early 2020 of its contract for the 91 Express Lanes in the US. These projects underline our continued leadership in the Electronic Toll Collection business. It was above all a big year for program management. In Canada, we opened the new bypass around Regina, Saskatchewan. Supported

by strong VINCI synergies and completed on time and on budget, the bypass is already having a significant effect on road safety and driving conditions. In Russia, we delivered the final sections of the much-awaited new highway between Moscow and Saint Petersburg. Other major projects moving forward in 2020 include the expansion-renovation of the A7-2 in Germany with Eurovia and the Bogotá-Girardot highway in Colombia. I want to recognize the outstanding work of our teams during the past year and their commitment to the regions and communities we serve around the world, in delivering new links, safer infrastructure and customer-friendly innovations in a sustainable manner.






LOCATIONS

Our worldwide leadership

16

POSITIVE MOBILITY MAKERS




CANADA

-  Regina Bypass
-  Fredericton-Moncton Highway
-  Confederation Bridge

5 M

vehicles (+25.1%)

UNITED STATES

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

84 M

vehicles (+112.9%)

PERU

-  Lima Expressa
-  PEX

64 M

vehicles (+15.4%)

JAMAICA

-  TransJamaican Highway

24 M





vehicles (+1.2%)

COLOMBIA

-  Bogotá-Girardot Highway

17 M

vehicles (+0.9%)

-  Highway and road infrastructure
-  Bridges and tunnels
-  Urban road networks
-  Road operations and digital solutions

REPUBLIC OF IRELAND

 | Turas: Dublin ring road

UNITED KINGDOM

 | Newport Bypass
 | Isle of Wight road network

 | London Borough of Hounslow road network

10M

vehicles (5.3%)

GERMANY

 | A4 Via Solution Thüringen

 | A5 Via Solution Südwest


 | A7 Via Niedersachsen


 | A9 Via Gateway Thüringen


85M

vehicles (-0.7%)

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): 1,084 km managed

93M

vehicles (+11.5%)

GERMANY
UNITED KINGDOM
REPUBLIC OF IRELAND

PORTUGAL

SLOVAKIA

GREECE

INDIA

17

POSITIVE MOBILITY MAKERS

FRANCE

 | Prado Carénage Tunnel

 | Prado Sud Tunnel

21M

vehicles (-4.7%)

GREECE

 | Athens-Patras Highway

 | Maliakos-Kleidi Highway

 | Charilaos Trikoupis Bridge

79M

vehicles (+5.3%)

PORTUGAL

 | 25 April Bridge, Lisbon

 | Vasco da Gama Bridge, Lisbon

39M

vehicles (+2%)


SLOVAKIA

 | R1 Expressway

14M

vehicles (+2%)

INDIA

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

+95%

tags compared to 2018

A UNIQUE INTEGRATED MODEL



Design and build

Another advantage of being part of VINCI Group is our ability to partner with sister companies during a project's program management phase. This expertise is based on decades of experience in managing projects throughout the world. Our capability to integrate seamlessly with local partners enables us to adapt to local conditions and contexts, and to better understand and respond to the needs and expectations of all stakeholders. By combining this local perspective with our international expertise, we are able to deliver solutions that meet the highest standards of performance, quality and safety that respond fully to the conditions on the ground. Whether constructing new greenfields works or modernizing and renovating long-standing existing infrastructure, VINCI Highways' teams know what it takes to add value throughout a project's entire value chain.

Finance

As the complexity of today's mobility challenges increases, VINCI Highways is able to help secure financing for infrastructure projects needed for the long-term. Our financial experts work closely with public authorities and financial institutions to develop win-win solutions that serve the public interest. Being part of a leading and respected international group puts us in a unique position to commit to the long-term aspects of financing that will endure throughout the project's life cycle and deliver lasting value to regions and the users of our infrastructure.



With the multiple skills of its professional teams and its partners, VINCI Highways knows how to respond to customer needs and expectations. We design, finance, build, operate and maintain critical highway infrastructures that contributes to economic development and serves the daily needs of people.

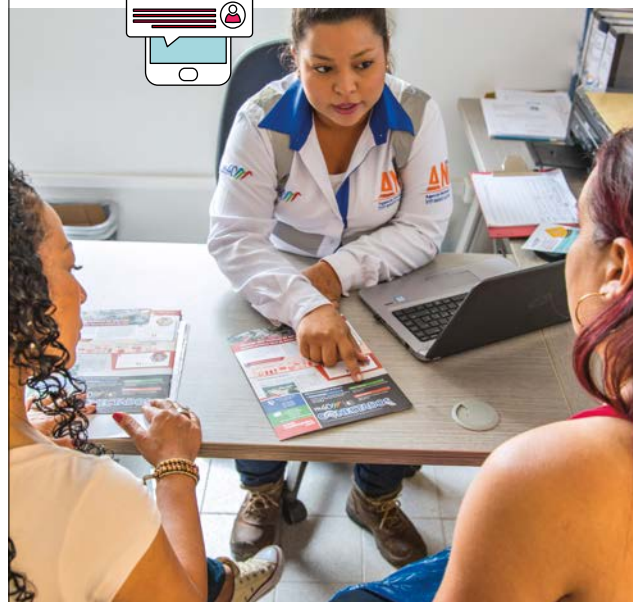


Maintain and operate

From the windswept prairies of western Canada to some of the world's fastest growing urban centers, the people of VINCI Highways are at work, ensuring safe and seamless daily travel of more than one million people. We apply new technologies to keep traffic moving fluidly and to ensure that drivers can see the road clearly as they emerge from tunnels. VINCI Highways' teams monitor road conditions to anticipate maintenance needs and to be ready to respond immediately to incidents that occur. We are united through a culture of performance, monitoring and measuring what we do to ensure we are living up to the best quality standards that we have set for ourselves.

Provide customers services

VINCI Highways standards of performance begin with a focus on meeting the needs of travelers. From the initial conceptual design of a project to its years of operation as essential infrastructure, we focus on the value we're providing to people. Across every aspect of the journey using our infrastructure, we are there, helping to plan their travel in advance, ensuring their comfort and safety, implementing digital technologies to maximize the seamlessness of their experience, seeking and acting on their input on how to improve. For us, the customer experience starts with service.

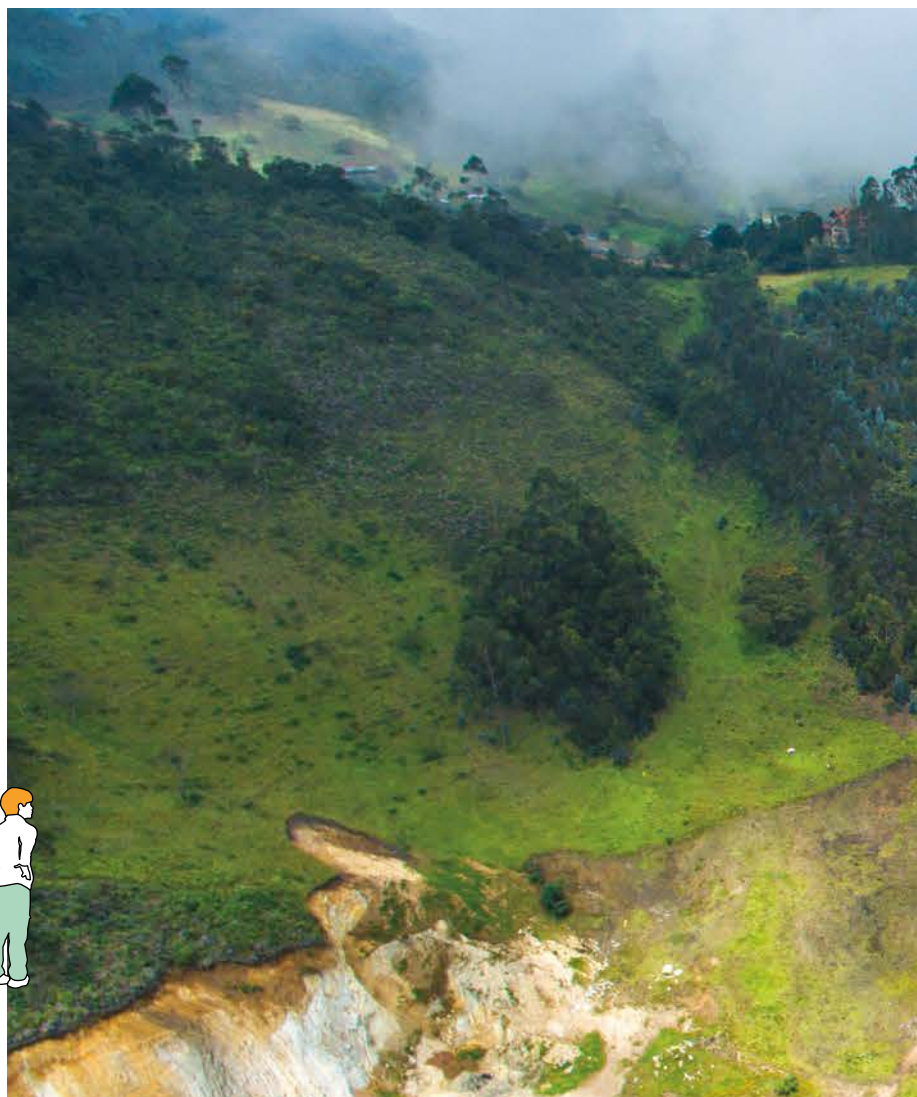
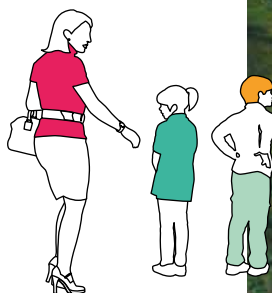


— Creating

sustainable mobility
for a better tomorrow

20

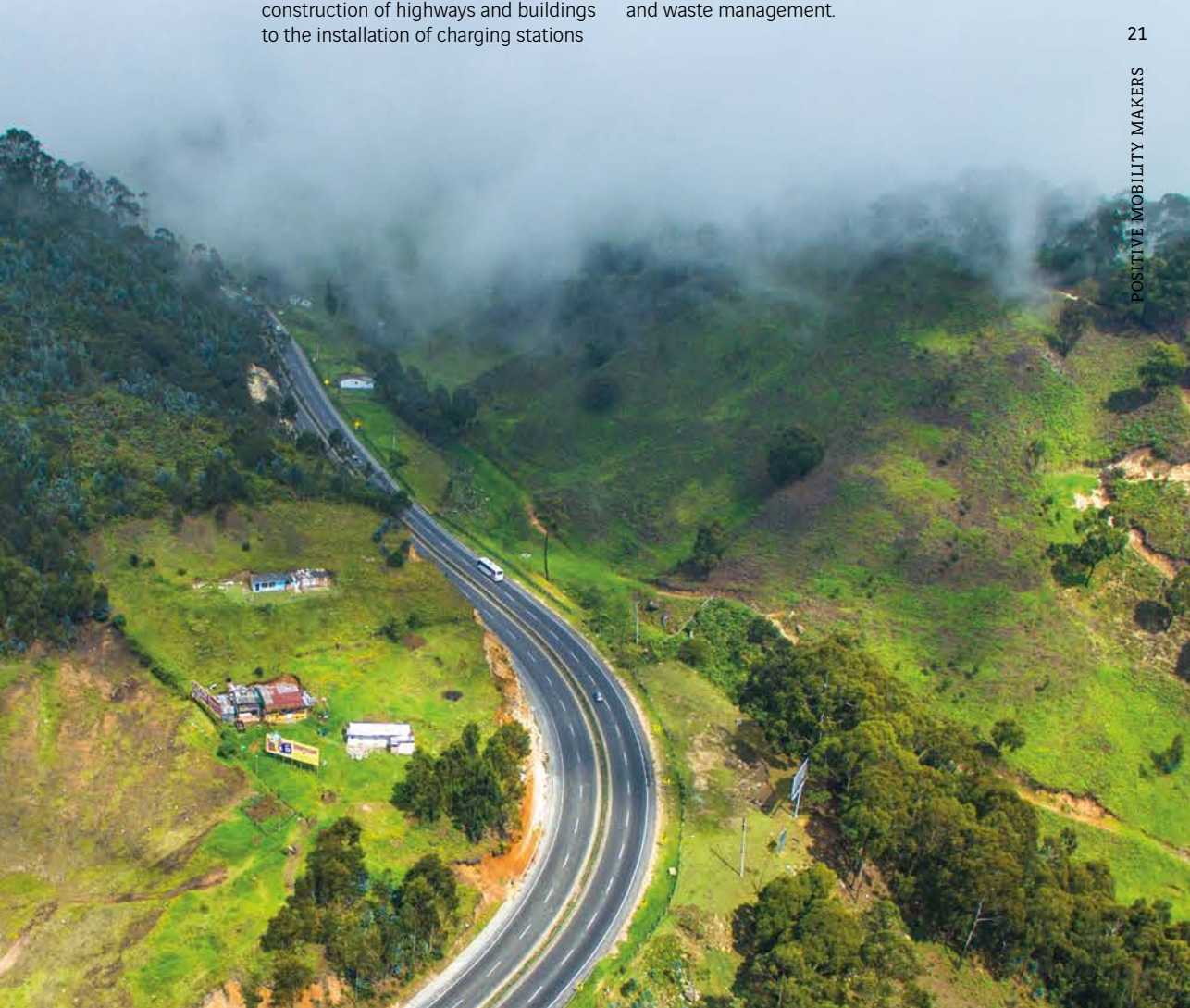
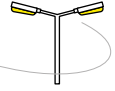
POSITIVE MOBILITY MAKERS





Through the infrastructure projects we design, build and operate, VINCI Highways seeks to be **a force for good in society**. These projects are built to last decades, improving the daily lives of the women and men who use them and enhancing mobility in the regions where they are located, boosting trade, competitiveness and economic development. In recent years, we have focused increasingly on the impact of our projects on sustainability. Our sustainability commitment is visible at every stage of the value chain. From the integration of ecological considerations, such as impacts on wildlife, into the design and construction of highways and buildings to the installation of charging stations

for electric cars in highway service areas. We reduce energy consumption through the **installation of low-energy-consuming LED lights** in the tunnels we operate and through our electronic toll collection (ETC) systems that keep drivers moving fluidly and seamlessly, reducing fuel consumption and harmful emissions. Our commitment also encompasses how we build and maintain projects and our relationships with the surrounding communities. In Colombia, for example, we operate a program to assist refugees fleeing by foot from economic crisis in Venezuela and conduct public education campaigns on recycling and waste management.





22

Association extends Lima Expressa sustainability *commitment*

In the densely populated megacity of Lima, Peru, VINCI Highways serves 180,000 vehicles per day on the 25-km Lima Expressa's expressways. As part of its sustainable mobility commitment, the team pays special attention to **minimizing its environmental footprint**. For example, Lima Expressa halved water consumption for irrigation and maintenance between 2017 and 2019 and at its operational bases between July and December 2019. It is also committed to reducing CO₂ emissions, lowering energy consumption and improving waste management. The company also works with local community neighborhood groups to help develop social, sports and educational programs. Employees are fully involved in these social

and environmental objectives through week-long programs organized around themes such as safety, ethics, the environment and equity and diversity. To build on this commitment, Lima Expressa is establishing the MOVEMOS Association in 2020 to serve as its **sustainable mobility platform**. **It will focus on three areas of action:** sustainable transportation, road safety and environmental care and protection. The association will support Lima Expressa's vision to be recognized as Peru's most sustainable road concession, committed to improving the quality of life and mobility for people in the country's capital city.



What started as a social project to help reduce the amount of waste close to the concession is now an organic compost business based on the circular economy and led by local flower market sellers.

Lima Expressa works hand in hand with key local stakeholders to foster sustainable mobility for the capital city of more than 8 million inhabitants.



23

POSITIVE MOBILITY MAKERS



MARICEL SILVA

Corporate Social Responsibility coordinator,
Lima Expressa, Peru

“Our vision is to be recognized as the most sustainable road concession in the country. We are committed to improving the quality of life and mobility of people in the city of Lima and to achieving a balance between business growth and sustainable development, in full consultation with all of our stakeholders.”

IN THE SPOTLIGHT

24

POSITIVE MOBILITY MAKERS



GREECE

Supporting NATURA 2000

In Greece, VINCI Highways actively supported the initiative to protect and conserve wild species, especially bats, along the Athens-Patras highway.

In the Panagopoula area, the highway crosses drainage tunnels that are home to colonies of six species of bats that are part of the NATURA 2000 network for protected species. The designation was made as part of the LIFE-Nature program, the European Union's funding instrument for the environment. As part of the network, any human-made work in the area must evaluate beforehand the effects on the bats' dwelling environment. The European NATURA 2000 aims at ensuring the long-term conservation of the most valuable and threatened species and habitats.



RUSSIA & GERMANY

Protecting biodiversity

Special attention was paid to protecting wildlife on new highway sections opened in Russia in 2019 with VINCI Highways undertaking practical initiatives to protect local plants and wildlife.

Specially built animal crossings were constructed for large wildlife species to ensure ecological continuity. Cisco fish were also re-introduced in the Lagoda lake near Saint Petersburg. On the A7 Via Niedersachsen in Germany, an 80-meter vegetation bridge enables wildlife to safely cross the highway, including deer, wild boar and wildcats. VINCI Highways teams also use an innovative snow removal truck that uses brine in place of salt, better protecting both the asphalt surface and the natural environment.

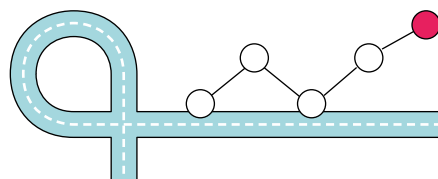




COLOMBIA

Via Esperanza

In Colombia, VINCI Highways took action to support humanitarian relief for refugees fleeing the economic and political crisis in Venezuela. VINCI Highways' subsidiary Via 40 Express, which holds the concession for the Bogotá-Girardot highway in Colombia, set up the "Via Esperanza" initiative, a stopover point along the motorway for thousands of refugees traveling along the Bogotá-Girardot highway on foot every month. At Vía Esperanza, the refugees can find a place to rest, hydrate and receive key information for their journey as well as a special place for children with a baby changing station, a mobile library and a painting zone. The initiative also seeks to ensure the safety of all users of the highway corridor by providing safety recommendations, personal care elements and food and clothing donated by employees or subcontractors, as well as a reflective band so that pedestrians can be seen when walking on the road.



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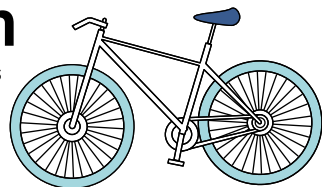
POSITIVE MOBILITY MAKERS

USD 176 M/year

Contribution to Colombia's GDP thanks to the rehabilitation program for the Bogotá-Girardot highway

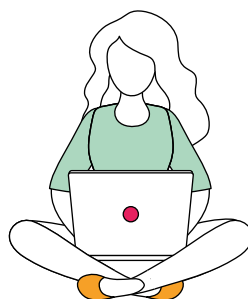
1.5 km

of bike lanes for cyclists in Soacha alongside the Bogotá-Girardot highway to encourage green mobility



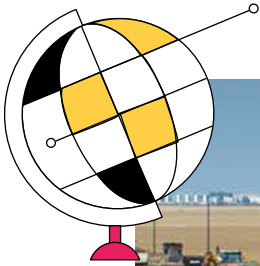
more than 200

women students took part in career days for women engineers organized by the Bogotá-Girardot highway in 2019 and the Lima Expresa in early 2020, in partnership with the French non-profit organization Elles Bouge



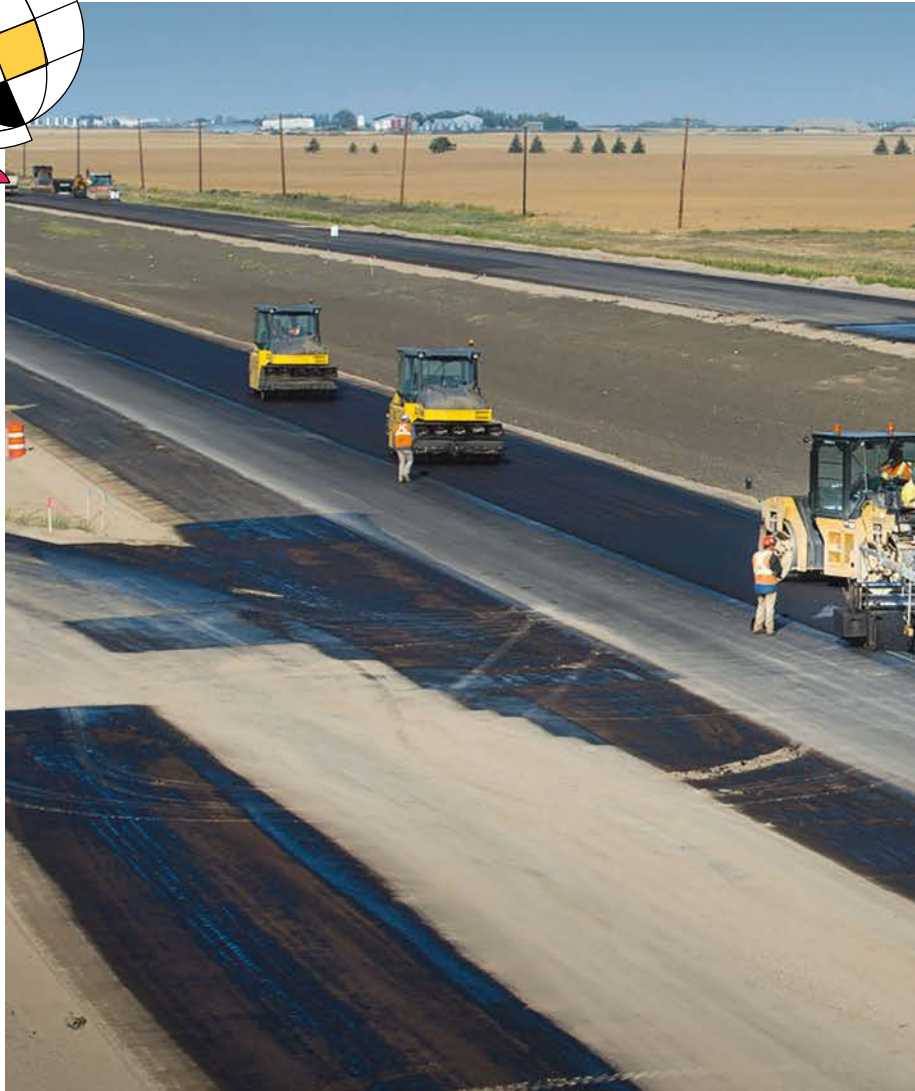
Connecting

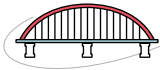
communities with their future



26

POSITIVE MOBILITY MAKERS





Around the world, VINCI Highways is contributing to the economic development of regions and a better tomorrow for future generations. Leveraging our capacity for innovation, we design, build and operate **key infrastructure** projects that promote sustainable mobility while improving the safety, efficiency and user experience of road transportation. The expertise of VINCI Highways teams enables the delivery of customized solutions that respond to the needs of customers and users. Smart approaches and digital innovations such as tunnels and highways equipped with sensors are helping to prevent congestion and allow for predictive maintenance.

Our infrastructure projects are closely tied to the economic development of the regions we serve and our team members are expert at working with communities and government to maximize their impact. In recognition of our responsibilities to **our planet** and future generations, we are committed to seeking solutions that provide for a sustainable future. For any new construction project, we conduct an evaluation of future climate risk that are used by our engineers to design and deliver resilient solutions that will stand the test of time throughout all phases of the project's lifetime.





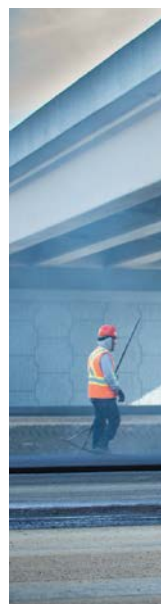
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A brighter future for Canadian *region*

The official opening of the bypass around Regina, capital of the province of Saskatchewan in Canada, heralds a new era of economic growth for the region's export-based economy. The massive greenfield project, the largest transportation infrastructure in Saskatchewan's history, comprises 61 km of road, 12 interchanges and 33 bridges and viaducts. Operated by VINCI Highways and Eurovia subsidiary Carmacks until 2049, the bypass provides faster and safer access to the main trade corridors, enabling continued growth by important industries that include manufacturing, agriculture, oil and gas production and mining. In addition **to contributing to a brighter economic future**, the bypass means

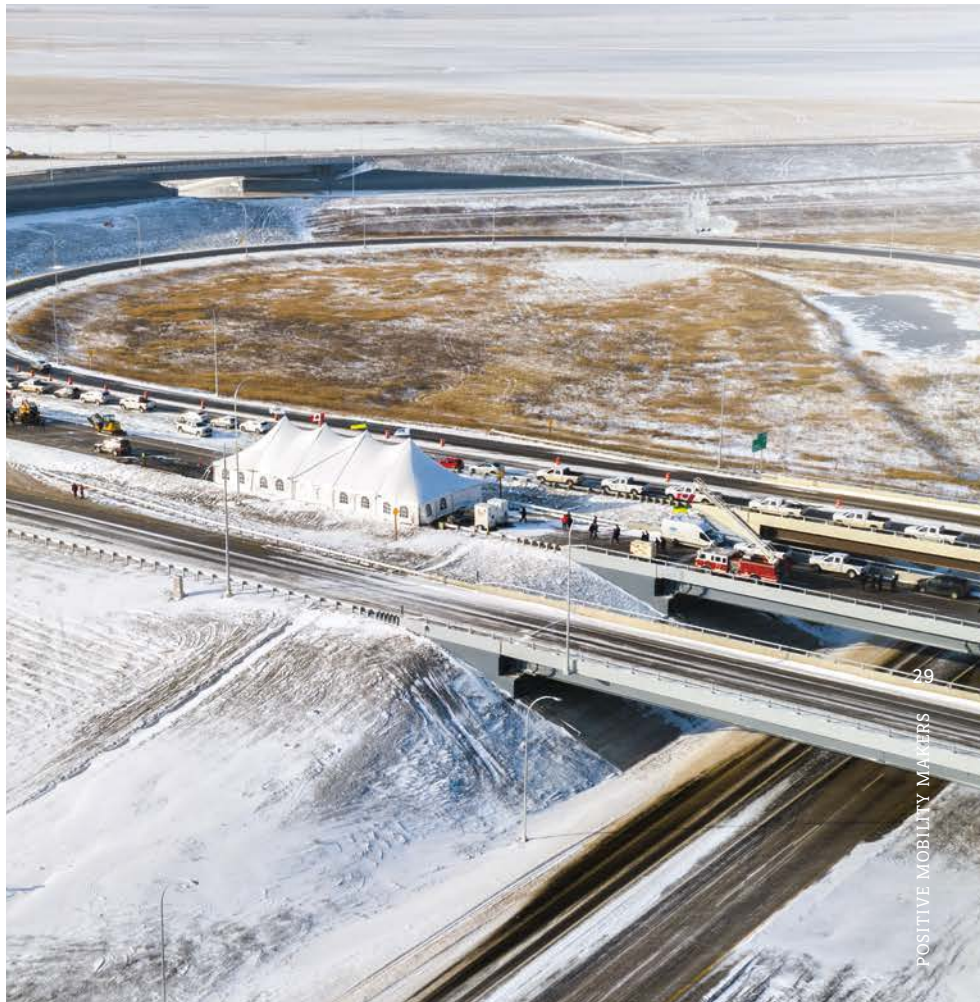
improved road safety, streamlined traffic, reduced congestion and greater efficiency for truckers, shippers and businesses.

Launched in 2015 and completed in just four years, the project demanded close cooperation among all stakeholders in order to meet tight deadlines, stay on budget and ensuring constant attention to the safety of all involved. The success of the project also was made possible by the **invaluable collaboration** with VINCI Group sister companies in helping to resolve technical challenges and the excellent working relationship with both North American partner Parsons Corp. and the province of Saskatchewan.



The construction and renovation of the Regina Bypass, as well as the creation of new interchanges, has significantly reduced the number of accidents since section 1 was commissioned in 2017.

The final section of the Regina Bypass opened on October 28, 2019.



CURTIS KOSKIE

Safety manager, Regina Bypass, Canada

"The bypass provides an effective response to the problem of worsening traffic congestion, caused by the region's rapid population growth. In addition to lowering the number of accidents, we also have been attentive to sustainability issues such as reducing the use of salt in road maintenance to protect wildlife."

IN THE SPOTLIGHT

30

POSITIVE MOBILITY MAKERS



FRANCE

A new slip road in Marseille to increase mobility

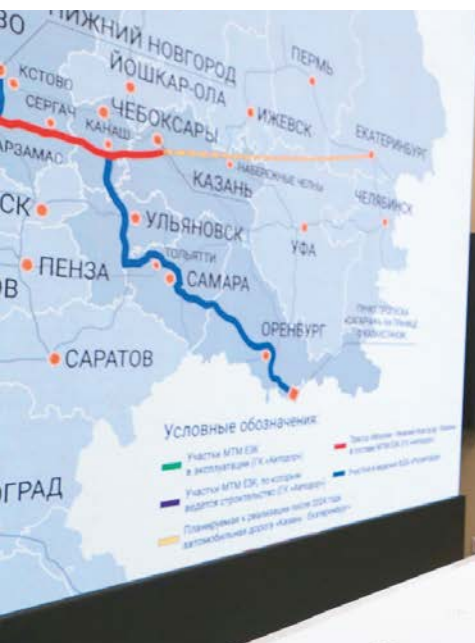
In 2020, VINCI Concessions subsidiaries SMTPC and SPS, concession holders of the Prado Sud and Prado Carénage road tunnels in Marseille, will begin construction of an underground slip road directly linking the two tunnels with Boulevard Schloesing, a main thoroughfare through the city center. The project totals 900 meters in distance, 500 meters of which will be new construction, freeing up space needed on the street level to extend the T3 North-South tram line. The slip road will ease traffic and connect the city's southern and eastern neighborhoods to other major transport hubs. Construction will go hand-in-hand with an urban landscaping project at the Place du Général-Ferrié.



GERMANY

A7 advances

The €438 million A7 highway project connecting Bavaria to the Port of Hamburg continues to advance under a 30-year PPP with the German federal government that includes operation by VINCI Highways of a 60-km section and the upgrading and widening of a 29.2-km section. To maximize safety, control costs and enable traffic to continue to circulate with minimal disruption during maintenance work, the company is making innovative use of building information modeling (BIM) technology, embedding sensors in the road surface to collect data and monitor the state of the road in real time, enabling preventive maintenance prior to problems appearing.

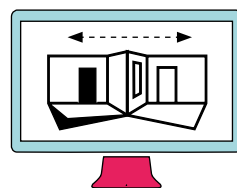


RUSSIA

Moscow-Saint Petersburg highway completed

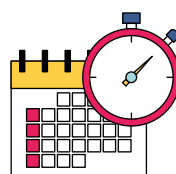
The final segments of the Moscow-Saint Petersburg highway were opened during 2019, further extending VINCI Highways' coverage of critical road infrastructure across the Russian Federation.

In September, the company and its partners delivered the 103-km Section 7 of the M11, while November marked the opening of the 38-km Section 8 highway corridor. The 669-km M11 motorway provides a safe and reliable highway link between Moscow and Saint Petersburg, cutting travel time and better integrating the Russian highway network into Northern Europe's international transport system.



1st

full-BIM road in Germany for the renovation of the A7 Via Niedersachsen – digitalized project management for smarter infrastructure

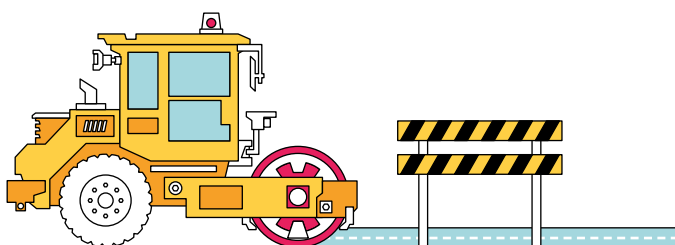


Just 16

weeks of work were needed for VINCI Highways to renovate 5 km of three-lane highway and emergency lane on the A5 Via Solutions Südwest highway in Germany

3

major projects entered into service in 2019: the Regina Bypass in Canada, sections 7 and 8 of the Moscow-Saint Petersburg highway in Russia, and an 11-km section of the Bogotá-Girardot highway in Colombia that was upgraded and widened



— Ensuring

the quality, comfort
and safety of our network

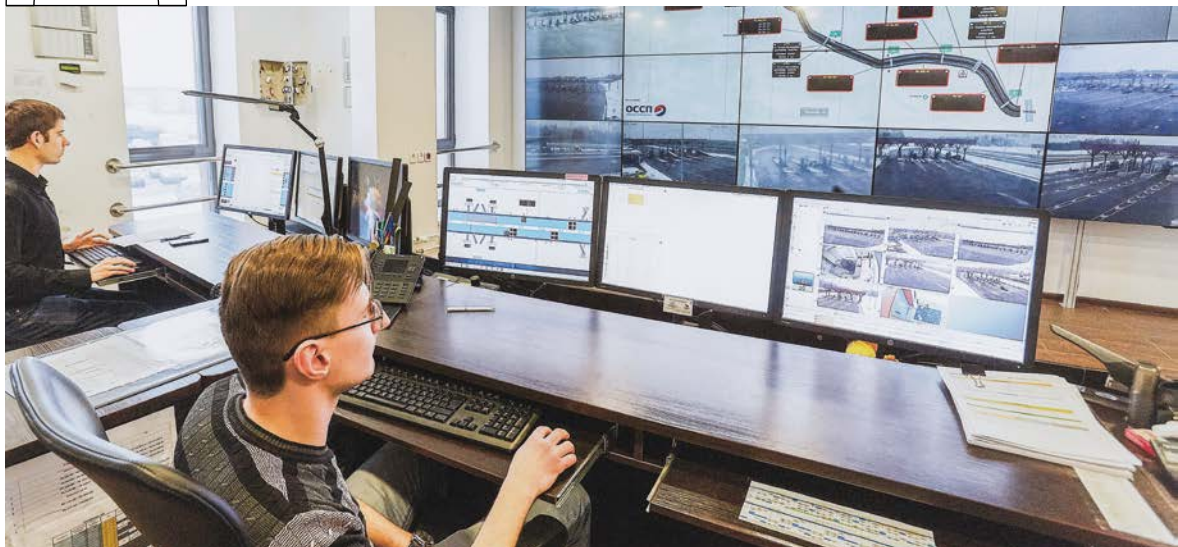


To ensure that road networks worldwide continue to run at the highest levels of performance and safety, VINCI Highways applies its expertise in road maintenance and operations across the entire value chain. We strive to provide drivers with all of the services they need, from traffic management to emergency services and traffic surveillance to outstanding customer relations. Our experiences teams are **expert at ensuring the safety**, cleanliness and comfort of our roadside service stations. Achieving the highest quality standards consistently over time also requires ongoing planning and investment throughout a project's life cycle. VINCI Highways finances the light and heavy maintenance required to maintain roads and highways, innovating and leveraging new technologies to continuously improve



the efficiency of our processes. Our approach to road operations is driven by a laser focus on the safety of both our employees and end users. We provide our teams with ongoing training, share our expertise and engage in regular consultations with our subcontractors to make sure our demanding requirements are deployed consistently across our network. As part of our constant focus on safety, we also work with public authorities to conduct **awareness campaigns**. Our operating teams share the VINCI Highways performance culture that helps to provide the best possible experience for travelers who use our infrastructure each day and that makes sure they reach their destinations safely and seamlessly.





34

Operating at the highest standards in *Russia*



Russia's largest private road operator, VINCI Highways manages 1,084 km of highways across the Federation through the company UTS and employs more than 2,000 people. Our teams are **on duty 24/7** to keep the vehicles of more than 250,000 people per day flowing smoothly, seamlessly and safely. VINCI Highways operates the first 1A-class highway in Russia between Moscow and Solnechogorsk, bypassing Sheremetyevo Airport and in 2019 opened two new sections of the 669-km M11 highway connecting Moscow and Saint Petersburg. The network managed by UTS also includes Russia's M3 Ukraine and M4 Don highways as well as operation of 528 km of M11. Through UTS, VINCI Highways provides an all-inclusive range of services that

include road maintenance, traffic and safety management, maintenance of equipment and systems, and customer service management. With a clear objective to bringing Russian roads to the highest level of performance, teams are focused each day on improving safety and road quality, **maintaining road systems** such as lighting and signage, and providing services to drivers. As part of VINCI Highways' commitment to promoting road safety, UTS was the country's first company to train teams of highway safety patrols, who assist customers and respond rapidly in case of emergency. UTS was also the first company to launch free 24/7 emergency phone numbers for drivers.



Traffic management center operators monitor traffic and can rapidly dispatch emergency responders in case of incidents.

VINCI Highways is Russia's first private road operator, overseeing 93 million vehicles annually across a 1,084-km network.



35

POSITIVE MOBILITY MAKERS



GALINA ERDELI

customer services manager, UTS, Russia

"By better connecting Moscow and Saint Petersburg, we have intensified the exchanges between these two important cities, contributing to the development of economic and social ties. It is another example of how we create value for our customers and society as a whole."

Ensuring
the quality, comfort and safety of our network

IN THE SPOTLIGHT



COLOMBIA

Improving reaction time

Operators of the Bogotá-Girardot highway in Colombia can now improve their reaction time to respond to incidents by using a mobile app developed to optimize operational efficiency and customer service. The app features an interactive map, a geolocation system and a real-time information transmission service. Teams can use the GPS to locate incidents that occur in the road corridor and rapidly dispatch tow trucks, emergency personnel or needed equipment.



INTERNATIONAL

VINCI Highways' Safety Week celebrated around the world

Teams from 12 countries took part in the company's first international Safety Week. The initiative sought to raise awareness of best practices among all teams worldwide for protecting oneself and one's fellow employees under the banner, "Safety by choice, not by chance." Activities included a variety of events and media, experience sharing sessions, workshops, real-life simulations and virtual-reality exercises as well as events with employees' families to help reinforce the safety message beyond the workplace.





181

rest and service areas
on our highways



-38%

reduction in the number
of accidents on the Lima
expressways since they joined the
VINCI Highways network in 2017

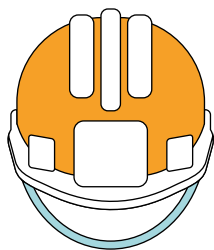


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POSITIVE MOBILITY MAKERS

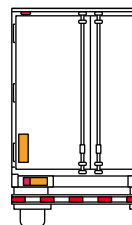
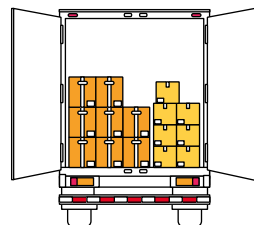
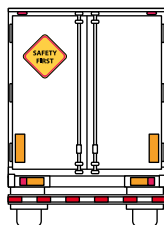
30

entities in the
VINCI Highways
network participated in
the first Safety Week in 2019



Russia's 3

biggest road transportation operators joined
forces with UTS in a road safety campaign: variable
message signs and displays to remind drivers
of the rules and the emergency numbers

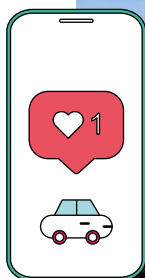


Opening

the road to a new experience

38

POSITIVE MOBILITY MAKERS



An increasingly important factor in VINCI Highways' success in implementing our growth strategy is the attention we have always paid to the end customer. We consider road transportation to be first and foremost about ensuring the comfort and safety of the people who use our infrastructure and **optimizing their overall experience**. From ensuring the fluidity of traffic movement to implementing smart predictive traffic information apps that enable drivers to plan their travel in advance to ensuring the highest quality roads and services along the way, the focus of our teams is constantly one of answering the question: How can we improve the customer experience? As a leader in applying Mobility-as-a-Service solutions and digitalization



of transactions, our expert specialists know how to leverage technology and implement sustainable mobility solutions that make a real difference in customers' lives. We are reinventing the road traveler's experience through the use of interactive digital tools such as mobile apps and social networks that allow us to personalize the relationship with the customer. To continuously improve our offer, we seek direct input from customers through annual satisfaction studies across our global network. We use this feedback to identify opportunities for improving our services and further enhancing the travel experience for consumers. For VINCI Highways, the **customer is #1!**





New contract for free flow transactions and client services in

Dublin

VINCI Highways won a new project to operate one of Europe's most advanced free flow systems on the Dublin ring road that serves the fast-growing Irish capital. The signing of the contract in March 2019 by Transport Infrastructure Ireland (TII) against stiff competition confirms VINCI Highways' growing leadership in the promising "smart mobility" market. The 11-year contract to implement, operate and maintain the tolling services system covers the replacement and maintenance of a new gantry crane with sensors to detect incoming vehicles, cameras and beacons for reading license plate tags. It also includes a new back-office system with data processing and information system management capabilities to **facilitate and ensure the collection of tolls** and manage fraud prevention. VINCI Highways has mobilized the cutting-edge expertise of the pure-player company TollPlus, in which it holds

a strategic stake, to design and implement the new/back-office.

This project provides a good opportunity to stay ahead of the industry trend that will switch from tolling-centered activities to smart mobility services. The focus on service of VINCI Highways and its Irish partner Abtran allows drivers' growing expectations for **more fluidity and comfort** to be met. The customer relationship management approach will feature a website on which drivers can register to receive discounts, make toll payments and recharge badges, social media communications, and a call center to help make the customer experience as efficient and worry-free as possible. The project's performance will be measured in part through KPIs (Key Performance Indicators) focused on customer relationship factors such as the length of time customers remain on hold when contacting the call center.





POSITIVE MOBILITY MAKERS



Customer services was integral to the winning bid with a call center dedicated to improving the customer experience.

The 11-year contract includes a new back-office platform to manage 151,000 daily transactions.

IN THE SPOTLIGHT

42

POSITIVE MOBILITY MAKERS



RUSSIA

4-G service on new M11-Neva highway

Starting from April 2020, the new M11 Neva highway between Moscow and Saint Petersburg will be provided with a 4G cellular communication service between 58 km and 543 km – sections that are operated by UTS. 70% of the highway length is already covered with cell towers.

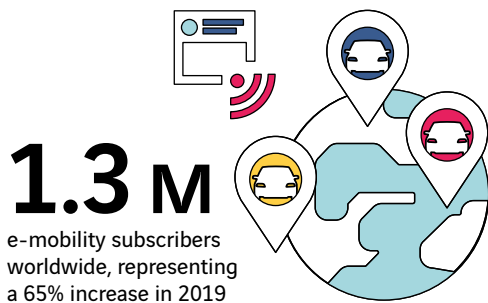


USA

Digital system implementation

VINCI Highways continues to manage toll services and customer relations on five highways and expressways for the Central Texas Regional Mobility Authority (CTRMA). A new back-office system went live in 2019, on schedule and with smooth implementation on a network that can manage up to 30 million transactions per year. Work also continued to move forward with the design, implementation and management of a new back-office toll collection system for the North Texas Tollway Authority (NTTA), able to handle up to 6 million transactions per day.





1st

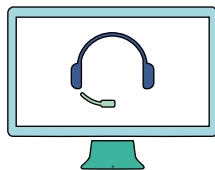
Innovation Center of Excellence for road mobility. Opened in Lima Expressa in 2019, to test new ideas before eventually rolling them out on other VINCI Highways projects



43
POSITIVE MOBILITY MAKERS

151,000

motorists using the M50, the Dublin ring road, daily, who will benefit from the new back-office system intended to facilitate payment and improve customer relations



100

toll stations in India included in the management contract for electronic transactions signed between TollPlus and Kotak Mahindra Bank, one of India's fastest-growing private banks



— Listening

and responding to the local voice

44

POSITIVE MOBILITY MAKERS





Every area of the world in which we operate presents its own specific challenges. Our ability to successfully adapt our global expertise to each local situation is what makes our model unique. A key to our success is the **partnerships we form with local contracting companies**. They enable us to access profound knowledge of the local cultural, economic and social context that we combine with our internationally renowned expertise to deliver on our commitments to

our stakeholders. We also are adept at successfully integrating multicultural teams as part of our organization and sharing our culture of performance, while understanding and **respecting the specificities of the local culture**. We earn the trust of local residents, businesses and governments, and deliver results that meet the expectations of our customers and benefit the regions they serve.





46

Successful partnerships driving success in

Germany

Germany's first highway public-private partnerships, launched in 2007, were designed to accelerate the nation's infrastructure rebuilding process following years of underfunding. Today, 11 PPPs have been awarded to build and modernize critical corridors that help connect commerce and people throughout the country and its European neighbors. The number one company in this activity: VINCI Highways, a partner in four of the 11 projects, operating a 211-km network across Germany and well-positioned to continue its leading role in this developing market. It has risen to this position through an approach repeated in other countries where the company has succeeded: **partnering with well-established leading local**

companies familiar with the local context and players. These include industry leaders such as Hochtief, as well as local, family owned small and medium enterprises such as Stutz and Rhode. Partnering with local players has been particularly relevant considering the important role given to the regional states in Germany's highway system. The federal government owns the federal highway network, but local government authorities are responsible for building, operating and maintaining it. VINCI Highways is ready to build on the success of its latest project: the A7 Via Niedersachsen, a vital north-south corridor linking the important economic hub of Bavaria with the northern port of Hamburg. In Germany, VINCI Highways is clearly on the road to growth.



VINCI Highways' ability to partner effectively and communicate with local stakeholders has been key to its continued growth across the country.

With 4 PPP projects and serving 85 million vehicles per year on more than 211 km of highway, the company is Germany's leading road concessionaire.



47

POSITIVE MOBILITY MAKERS



ANGELIKA WOLLENWEBER

Technical Manager, VINCI Concessions, Germany

"Thanks to BIM solutions, the whole planning of construction works is now done in 3D. Afterwards, the information is a useful basis for the operation on our motorways."

IN THE SPOTLIGHT

48

POSITIVE MOBILITY MAKERS



SLOVAKIA

Contributing on multiple levels

Time savings, travel comfort, improved availability and increased safety are among the most significant impacts of the R1 Expressway in Slovakia, the country's first successfully executed PPP project. A socio-economic impact study conducted by the Slovak University of Agriculture in Nitra also noted a reduction in traffic intensity and accidents, and a positive effect on labor and the business environment. The study found that the opening of the newly-built road helped reduce unemployment and boost local GDP growth as well as making the region more attractive in the eyes of potential investors.



GREECE

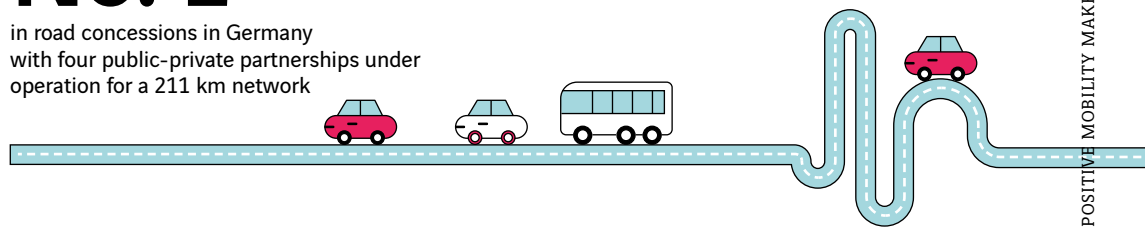
A leading player in Greece's transport infrastructure

Rion-Antirion Bridge, highways Maliako-Kleidi and Athens-Patras: the three large projects that VINCI Highways operates in Greece continue to have a major impact on the country's economy, travelers and society at large. Among those, the Athens-Patras Highway, delivered in 2017 served 51 million vehicles in 2019. A +4.9% increase traffic growth compared to 2018. The modernized road has resulted in improvements in safety, maintenance and the quality of the customer experience, including through services offered 24/7.



No. 1

in road concessions in Germany
with four public-private partnerships under
operation for a 211 km network

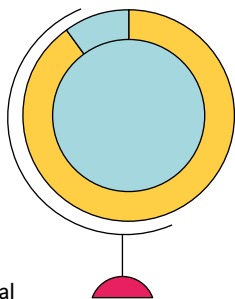


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POSITIVE MOBILITY MAKERS

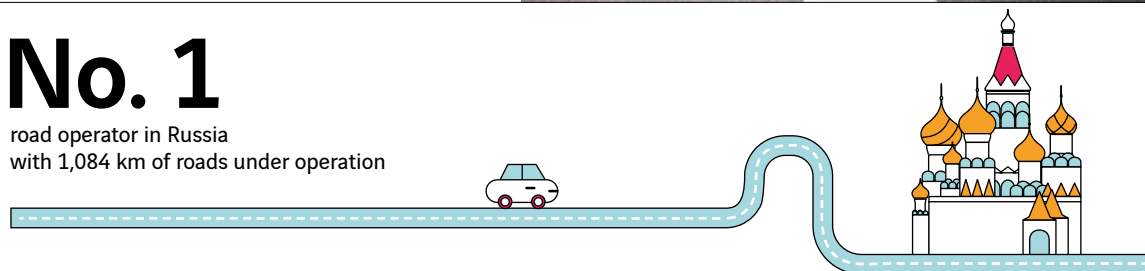
99%

of employees are local



No. 1

road operator in Russia
with 1,084 km of roads under operation



VINCI Highways' portfolio

Infrastructure	Description	Concession company	Share capital held	Operator	Share capital held	End of contract
FRANCE						
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
GERMANY						
A7 highway	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
CANADA						
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	195-km section of motorway between Fredericton and Moncton in New Brunswick	MRDC Operations Corporation	25%	MRDC Operations Corporation	25%	2028
COLOMBIA						
Bogotá–Girardot Motorway	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
UNITED STATES						
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
GREECE						
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

Infrastructure	Description	Concession company	Share capital held	Operator	Share capital held	End of contract
JAMAICA						
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
PERU						
Lima Expressa	25-km toll expressways in the center of Lima	Lima Expressa	100%	Lima Expressa	100%	2049
PORTUGAL						
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
UNITED KINGDOM						
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 Highways Limited (Eurovia)	—	2037
RUSSIA						
Sections 7 and 8 of the M11 motorway between Moscow and Saint Petersburg	138-km of 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
SLOVAKIA						
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
IRELAND						
Dublin ring road (M50)	Turas, 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
UNITED STATES AND INDIA		
TollPlus	Software solutions for toll-road management	30%
UNITED STATES		
Cofiroute USA	Development and operations of digital services systems and customer relations	100%
PERU		
Pex	Toll-services operator	100%
RUSSIA		
United Toll Systems	UTS is the Russian leader in motorway operation and toll management (946 km)	50%
IRELAND		
Turas	All-inclusive provider of road solutions service	60%

VINCI Concessions Communication Department

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Opening your way

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