

COMMITTED



TO DRIVING CHANGE

ENGAGEMENT REPORT 2024-2025

IN REGIONS



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TO REGIONS’
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TO THE TRANSITION
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TO EXCELLENCE,
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By leading the way internationally when it comes to mobility infrastructure and services for the public, we are spearheading an unprecedented transition that is taking place all over the world – transforming modes of transport, how they are used, and the energy to power them. Stepping up this transition is now a collective priority that compels and challenges us to harness our creativity in technological, economic and operational terms. To protect how we travel, we must be capable of transforming it. That is the challenge of the century, and we are ready to take it on. We are reinventing ourselves, project after project – with our employees, our clients, our partners and all of the regional stakeholders that trust us with their infrastructure.

OUR FUTURE
AWAITS US.

A COMPANY COMMITTED TO POSITIVE MOBILITY

VINCI Concessions operates over 100 airports, highways, railways and stadiums worldwide and is a global leader in mobility infrastructure and services. Aware of the responsibility that comes with its leadership, VINCI Concessions is committed to playing its part and is taking action to promote more sustainable, safe, efficient and innovative mobility for all. By developing its network of infrastructure in line with the highest market standards, it contributes to connectivity, the lasting and shared prosperity of regions and their residents, and the environmental transition.

30,000

employees representing
50 nationalities, of
which 5,400 in France
at VINCI Autoroutes

Over
100

pieces of infrastructure
in 25 countries

No. 1

private airport operator
group in the world

Over
318 million
passengers at
VINCI Airports' airports
in 14 countries in 2024

4,443 km

of highway in France
with VINCI Autoroutes

3,750 km

of highway worldwide
(excl. France)
with VINCI Highways

1st

private operator
of a high-speed line
in France

4

stadiums managed in France
by VINCI Stadium, including
Stade de France

2nd

busiest high-speed line
in France with 25,493 train
journeys in 2024

No. 1

highway network in Europe
in terms of the density
of charging infrastructure
for electric vehicles

4

airports operated by
VINCI Airports ranked among
the top 10 most advanced
airports worldwide in
terms of decarbonisation
(ACA level 5) in 2024

6

VINCI Concessions
centres of excellence for
innovation worldwide

80%

local employment worldwide

Over
10

quality of service
awards received for
VINCI Concessions
infrastructure in 2024

A GLOBAL NETWORK

An international network with over 100 pieces of infrastructure - transport and other public facilities - across five continents.

CANADA

- Regina Bypass
- Confederation Bridge
- Fredericton-Moncton Expressway

UNITED STATES

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

MEXICO

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

COSTA RICA

- Guanacaste airport

COLOMBIA

- Bogotá-Girardot – Via Sumapaz highway

PERU

- Lima Expressa highways

CHILE

- Santiago airport

UNITED KINGDOM

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

IRELAND

- M50 Dublin ring road – Turas Mobility Services

PORTUGAL

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

DOMINICAN REPUBLIC

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

BRAZIL

- Salvador Bahia airport
- Manaus airport
- Boa Vista airport
- Cruzeiro do Sul airport
- Porto Velho airport
- Rio Branco airport
- Tabatinga airport
- Tefé airport
- North-south São Paulo highway (Entrevias)
- Via Cristais highway

FRANCE

- Lyon-Saint Exupéry airport
- Nantes Atlantique airport
- Rennes Bretagne airport
- Toulon Hyères airport
- Grenoble Alpes Isère airport
- Clermont-Ferrand Auvergne airport
- Chambéry Savoie Mont-Blanc airport
- Annecy Savoie Mont-Blanc airport
- Dinard Bretagne airport
- Lyon-Bron airport
- Saint-Nazaire Montoir airport
- ASF
- Cofiroute
- Escota
- Arcour
- Arcos
- Duplex A86
- GSM-Rail
- SEA HSL (LISEA)
- MESEA
- Reserved lane public transport system in Martinique (Carairbus)
- Prado Sud tunnel
- Prado-Carénage tunnel
- Puymorens tunnel
- Stade de France
- Stade Matmut Atlantique
- Stade Allianz Riviera
- Stade Marie-Marvingt

GERMANY

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

CZECH REPUBLIC

- D4 Via Salis

SLOVAKIA

- R1 expressway Via Pribina

HUNGARY

- Budapest airport

SERBIA

- Belgrade airport

GREECE

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

CABO VERDE

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

JAPAN

- Kansai International airport
- Osaka Itami airport
- Kobe airport

CAMBODIA

- Phnom Penh airport
- Sihanoukville airport

INDIA

- ViaPlus India

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

A GLOBAL OPERATOR

VINCI Concessions uses its integrated model to leverage complimentary areas of expertise – through its subsidiaries VINCI Airports, VINCI Autoroutes, VINCI Highways, VINCI Railways and VINCI Stadium – across the value chain to finance, design, build, operate and maintain infrastructure for the general public in France and 24 other countries around the world.



As the world's leading private airport operator, VINCI Airports operates more than 70 airports in 14 countries across Europe, Africa, Asia and the Americas. VINCI Airports draws on its expertise as a comprehensive integrator to develop, finance, build and operate airports, leveraging its investment capability and know-how to optimise operational performance and modernise infrastructure while bringing about their environmental transition. In 2016, VINCI Airports became the first airport operator to commit to an international environmental strategy, setting itself the aim of reaching zero net emissions (Scopes 1 and 2) at its EU airports, plus London Gatwick and Edinburgh, by 2030, and across its entire network by 2050.



VINCI Autoroutes is the leading highway concession operator in France, financing, designing, building, operating and maintaining a 4,443-km network managed by concession holders: ASF, Cofiroute, Escota, Arcour and Arcos. The main role of its employees is ensuring network viability, client safety and public highway service continuity in all circumstances. In the face of the climate emergency, VINCI Autoroutes is working to transform highways, essential to the connectivity and the economic and social activity of the regions that they serve, into low-carbon infrastructure.



VINCI Highways designs, finances, builds and operates VINCI Concessions' international road concessions. With a network spanning over 3,750 km in 14 countries, it plays a leading global role in its sector. VINCI Highways also leads the way in free-flow mobility solutions through its subsidiary, ViaPlus. By applying the highest standards in terms of performance in all its operations, VINCI Highways is working to develop excellent road transport all over the world, while stepping up the environmental transition across its network.



VINCI Railways designs, finances, builds and operates rail and urban transport infrastructure. The subsidiary uses its integrated model to respond to a wide variety of projects, working in synergy with VINCI Group business lines. Recognised as a pioneer in the industry, VINCI Railways manages high-profile projects in France and provides decision makers in the public and private sectors with comprehensive expertise across the full value chain of urban mobility and railways: investing, optimising operational performance, modernising infrastructure and achieving the environmental transition.



In France, VINCI Stadium manages a network of four complexes built by the VINCI Group: Stade de France in Saint-Denis, Matmut Atlantique in Bordeaux, Allianz Riviera in Nice and Stade Marie-Marvingt in Le Mans.

Over
70
airports, including
10 capitals (London,
Belfast, Edinburgh, Lisbon,
Belgrade, Budapest, Praia,
Santiago, Santo Domingo,
Phnom Penh)

Over
300
partner airlines

Over
318 million
passengers in 2024

An average of
2.6 million clients per
day on the VINCI Autoroutes
network, and over **4** million
in summer

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

286 million
toll transactions on the
VINCI Highways network
in **14** countries in 2024

1st international
concession holder in Greece

Over
140 million
passengers on the
SEA HSL since it went
into service in 2017

Over
4 million
spectators recorded by
VINCI Stadium in 2024



A YEAR OF GROWTH FOR THE VINCI CONCESSIONS NETWORK

2024 was a year of rapid development for VINCI Concessions, with success stories and acquisitions in major markets – Europe, the United States and Brazil.

VINCI Airports has added two new sites to its network. By acquiring a 20% stake in the concession company for Budapest Airport in June, VINCI Airports has become the operator of Hungary's largest airport. The concession has a remaining term of over 55 years and is set to expire in 2080. VINCI Airports also brought Scotland's biggest airport, Edinburgh, into the network in June 2024 after signing an agreement to acquire a 50.01% stake. This brings the number of airports that the network owns in the United Kingdom to three, with Edinburgh joining London Gatwick and Belfast International. VINCI Airports is harnessing its airport management know-how to develop these sites' potential on and off the runway by opening up new routes

and making additional investments. The company is also using its environmental expertise to improve Edinburgh airport's already impressive CSR indicators. For the VINCI Highways network, 2024 marked a scale-up, with two strategic acquisitions. In the US, it finalised the acquisition of 100% of NWP HoldCo LLC, the concession holder of a 14-km toll road section of the Denver ring road, in April 2024. VINCI Highways immediately launched an integration programme to improve the infrastructure's performance in both operational and environmental management terms. Sliding scale toll charges – with one price applied at night and another by day – were introduced to optimise revenue and reduce congestion.

BUDAPEST DEVELOPING TOURISM POTENTIAL

With 17.5 million passengers in 2024, Budapest Ferenc Liszt International is the biggest and busiest airport in Hungary and the 12th most popular for tourism in Europe. It is located around 16 km southeast of the centre of the Hungarian capital.



EDINBURGH LANDING IN THE HEART OF SCOTLAND'S ECONOMY AND TOURISM INDUSTRY

As the busiest airport in Scotland and the sixth largest in the UK, Edinburgh airport is strategically located near the Scottish capital, in a region with over 4 million residents. Edinburgh airport's traffic continues to rise rapidly, having reached the record number of 15.8 million passengers in 2024.

DENVER SERVING A DYNAMIC CITY

The concession for the Denver Northwest Parkway is set to last until 2106, making it VINCI Highways' longest residual road concession in the US. As the company's first traffic-risk concession in the country, this section serves areas that are key to the economy, tourism and residents of the capital of the state of Colorado, one of the most dynamic metropolitan areas in the US. It also facilitates connections with core transport infrastructure such as Denver International Airport, Interstate 25 and US Route 36. Northwest Parkway recorded 7.2 million transactions in 2023, 6% up on 2022, benefitting from an increase in mobility that was partly due to the numerous real estate projects being built along the highway.



BRAZIL TAKING OVER A STRATEGIC HIGHWAY

As part of a 30-year concession contract, VINCI Highways has been awarded a highway section located between Belo Horizonte, the capital of the state of Minas Gerais, and Cristalina, a town in the south of the state of Goiás. With 17.5 million transactions in 2023 (8.3% up on 2022), traffic is brisk, particularly for heavy goods vehicles (HGVs). This 600-km section is the longest highway in the VINCI Highways network. An ambitious programme to upgrade operations and optimise environmental management is planned. Following the 2023 acquisition of a 55% stake in Entrevias, concession holder of 570 km of toll road highways in the state of São Paulo, this new acquisition strengthens VINCI Highways' position in Brazil, bringing its national network to almost 1,200 km.



CONVERSATION

“The public-private partnership and concession model enables long-term investments in the public interest all over the world.”

Nicolas Notebaert
CEO of Concessions
at VINCI and President
of VINCI Airports,
VINCI Autoroutes
and VINCI Stadium



NICOLAS NOTEBAERT

WITH

HOW WOULD YOU DESCRIBE VINCI CONCESSIONS’ PERFORMANCE IN 2024?

— 2024 was a fantastic year for VINCI Concessions. It was a record year in terms of activity for all our subsidiaries. Airport traffic surpassed its previous record set in 2019, reaching 318 million passengers (up 3.7% on 2019, up 8.5% on 2023). Highway traffic increased, particularly in Europe and North America. As for railways, the South Europe Atlantic high-speed line (SEA HSL) in France carried 22 million passengers during the year. And let’s not forget that the Stade de France hosted an incredible Olympic and Paralympic Games! So the year marked a post-Covid return to normal for our activities and growing demand for mobility. The pandemic confirmed the resilience of our model and its overall performance. We have emerged from it more committed than ever. Our objective remains unchanged: to enhance mobility all over the world in a sustainable way. Mobility is a key driver of social and economic dynamics. 2024 was also a record year in terms of financial performance, marked by numerous successes and investments. Our network includes around 100 infrastructure assets, which we operate to the highest standards in terms of operational and service quality, connectivity, safety and environmental ambition. We manage our concessions with the aim of achieving the highest levels of performance. That’s why our clients trust us and why we can, for instance, proudly celebrate the 20th anniversary of the Rio-Antirrio bridge concession in Greece and the 30-year extension to our airport concession contract in the Dominican Republic. It’s also what motivated us to increase our stake in Lisea, the company that holds the concession for the high-speed line between Tours and Bordeaux – a low-carbon mobility asset. Managing the infrastructure entrusted to us also involves investing in, modernising and enhancing it. For instance, in Japan, the international terminal at Kansai airport will soon welcome visitors arriving from all over the world for World Expo 2025 in Osaka, in expanded and revisited spaces, providing a customer experience that meets the highest standards.

IN LATE 2024, YOUR SCOPE OF RESPONSIBILITY EXPANDED TO INCLUDE VINCI AUTOROUTES AND VINCI STADIUM. WHAT DOES YOUR ROADMAP LOOK LIKE TODAY?

— This change brings greater clarity and efficiency to the VINCI Group’s organisational structure, benefitting concessions, a model that has never been as relevant as it is today. This was also underlined in 2024 in a report by the think tank Terra Nova, which highlighted concessions as an effective response to the modern-day challenges of public funding and the energy transition. The public-private partnership and concession model enables long-term investments in the public interest all over the world, without putting a strain on public finances, by leveraging companies’ expertise and investment capacity.

“Climate change is the defining issue of this century. Committed to responding to the challenges it poses, VINCI Concessions is stepping up its decarbonisation efforts.”

This is demonstrated by the major concession assets acquired in 2024 in Brazil, the United States (Denver, Colorado), the United Kingdom (Edinburgh, Scotland) and Hungary (Budapest). What’s more, when governments opt for this financing model for their mobility infrastructure, they are able to focus on areas such as healthcare and education.

IN A TURBULENT GEOPOLITICAL ENVIRONMENT, WHAT CAN BE DONE TO STAY ON TRACK WITH DECARBONISATION?

Climate change is the defining issue of this century. Not only are we on track, but we even scaled up our ambitions in 2024. We’re now aiming to reduce our direct carbon emissions (Scopes 1 and 2) by two thirds by 2030, relative to 2018 levels. To decarbonise road mobility, which alone accounts for over 90% of the transport sector’s carbon footprint, efforts need to focus on usage and help change how people travel. This can be achieved by expanding electric mobility. We’re therefore stepping up our efforts by installing charging stations along highways for motorists and at airports in our network. VINCI Autoroutes offers charge points at 100% of the service areas in its network and has begun equipping its rest areas, making it the leading highway network in Europe in terms of the density of its charging infrastructure for electric vehicles. In the aviation industry, we are fully committed to our own operational scope and to our various stakeholders. With over 50 accredited airports – including four in France and Portugal at ACA Level 5, the highest level possible – VINCI Airports is the number one international contributor to the Airport Carbon Accreditation (ACA) carbon management programme run by Airports Council International (ACI). We are also demonstrating, with the large-scale deployment of photovoltaic power plants across our airport and highway networks, that the concession model can significantly contribute to the production of renewable energy, which can reduce the carbon footprint of the infrastructure it powers or be fed into the national grid to support regional transitions. Across all concessions held by VINCI, we aim to reach a photovoltaic production capacity of 2 gigawatts – equivalent to the output of two nuclear reactors – by 2030.

HOW DO YOU INTEGRATE INNOVATION, PARTICULARLY DIGITAL INNOVATION, INTO YOUR STRATEGY?

Innovation is essential if we want to keep offering our passengers, travellers and users a more seamless experience. Our airports feature some of the most efficient security screening areas in the world. In the railway industry, we have long been at the forefront of deploying predictive maintenance solutions.



With regard to highways, we are leading the way in the development of free-flow solutions in certain countries and our traffic information expertise is unparalleled. Ulys consolidated its position as the leader in multi-service subscriptions for road mobility in France with 1.2 million new sign-ups recorded in 2024, bringing the total number of tags in circulation to 6.8 million, corresponding to a market share of over 70%. With six centres of excellence for innovation worldwide, we lead ecosystems (start-ups, players from the academic world, researchers and other contributors) that are shaping the future of smart mobility alongside us. Artificial intelligence is a powerful driver of innovation, whether it’s to improve employee safety, our processes, the operational efficiency of our infrastructure and client relations or to accelerate the energy transition.

WHAT ARE YOUR AMBITIONS AND PLANS FOR THE FUTURE?

With agility and responsiveness, we will continue our growth and strengthen our asset portfolio globally, particularly in the United States (where VINCI Highways reached a significant milestone in 2024 with the acquisition of Northwest Parkway, VINCI Highways’ first traffic-risk concession in the country) and in Brazil (where we are ramping up our presence in road and air transport), but also in Europe. Growth also involves continuously bringing in new employees and supporting their development within the Group. VINCI Concessions now has 30,000 employees worldwide within its managed scope. We want to nurture these individuals, train them, identify and retain high potentials, keep increasing the proportion of women in our teams and promote diversity. I firmly believe that we wouldn’t be a recognised global leader today if we didn’t have the best, most competent and most committed teams.

GOVERNANCE

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



Fourth from left:

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

From left to right:

CHEIKH DAFF,
Chief Human Resources Officer
of VINCI Concessions

ANNE LE BOUR,
Chief Communications
and Innovation Officer
of VINCI Concessions

SABINE GRANGER,
Chief Executive Officer
of VINCI Autoroutes

OLIVIER MATHIEU,
Executive Vice President
of VINCI Concessions

VALÉRIE VESQUE-JEANCARD,
President of VINCI Railways⁽¹⁾

BENOÎT TROCHU,
Business Development Director
of VINCI Concessions

RÉMI MAUMON DE LONGEVIALLE,
Chief Executive Officer
of VINCI Airports

BELEN MARCOS,
President of VINCI Highways

ALEXANDRA BOUTELIER,
Chief Executive Officer
of VINCI Stadium

(1) And Managing Director of VINCI Airports (France, Chile and Dominican Republic).

COMMITTED

Designing and operating crucial mobility infrastructure all over the world, and bringing it in line with the highest standards of excellence, is how we contribute every day to the development of the regions where we operate.

TO REGIONS'

VITALITY



A PRIVATE PLAYER

The public-private partnership model is central to VINCI Concessions' expertise. It offers a comprehensive yet adapted solution to the financing and engineering needs of governments and local authorities, which face both major environmental challenges and growing demand for mobility.

WORKING IN

The challenge of decarbonisation

In order to focus on essential spending such as healthcare and education, public bodies need to rely on long-term private partners that are capable of investing in infrastructure that requires large amounts of capital, but creates a lasting positive impact in economic, societal and environmental terms. At a time when government funding is being scaled back, the contribution of private investors has become essential – particularly in mobility, to step up the sector's environmental transition and successfully bring about decarbonisation.

When excellence fosters trust

Public-private partnerships provide a solid foundation to help us rise to this challenge. Analysis by the World Bank indicates a strong correlation between the level of investment in infrastructure and the development of these partnerships. VINCI Concessions is one of the worldwide leaders who have managed to prove their ability in consecutive projects by applying standards of excellence to mobility infrastructure. Its investment capabilities and environmental commitments, as well as the aptitude of its business lines and their strong areas of expertise, give VINCI Concessions unique know-how in the transport sector. By delivering high-quality projects – designed, built and operated responsibly and effectively – the company is promoting the concession model in new regions, earning the trust of public authorities in markets where public-private partnerships are still rare, such as the United States, Germany and Serbia.

VINCI Airports, concession holder of the

1st

public-private partnership airport project in Serbia for Nikola Tesla airport in Belgrade which has become a hub for Southeast Europe thanks to an ambitious upgrade programme

Public-private partnership of

28 YEARS

for the D4 highway in the Czech Republic

2.6 million

customers per day on average on the VINCI Autoroutes network in France

VINCI Railways, the

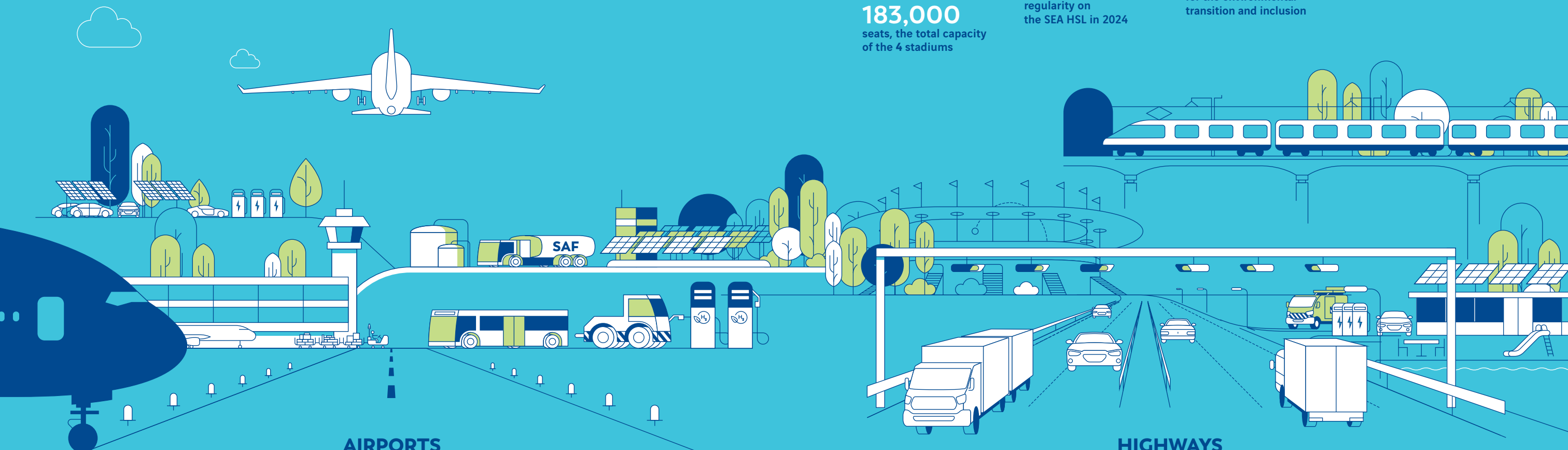
1st

and only private concession holder of a high-speed rail line in France with the SEA HSL, and supporter of 357 local projects since 2012 through the SEA investment fund for regional transitions



THE GENERAL INTEREST

THE PUBLIC-PRIVATE MODEL, CENTRAL TO OUR REGIONS



STADIUMS

128
events took place
in 2024, 58 of
which as part of the
Paris 2024 Olympic
and Paralympic Games

183,000
seats, the total capacity
of the 4 stadiums

RAILWAYS

302 km
of high-speed railway in
France covered by a 50-year
concession contract

99.4%
regularity on
the SEA HSL in 2024

€12 million
contributed by Lisea
and MESEA to support
over 350 local projects
since 2012 by way of
the SEA investment fund
for the environmental
transition and inclusion

Over
€200 million
invested in the train
maintenance facility

AIRPORTS

Routes to over
500
destinations opened
in 2024, of which 50
in the VINCI Airports
network

Over
160,000
direct jobs
at our airports

Over
18,000
employees

Over
72 MWp
solar energy production
capacity across all
airports in our network

8
airports in our network
provide sustainable
aviation fuel (SAF)

Over
230 ha
of forest carbon
sinks worldwide

HIGHWAYS

Almost
8,200 km
of network
in 14 countries,
incl. France

9,400
employees worldwide

Almost
3.4 million
customers per
day on average

27
capitals and
cities served by
VINCI Highways
worldwide

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

Over
€600 million
invested in the
upkeep, modernisation
and environmental
transformation of the
network in France in 2024

Over
5,000
free parking spaces
in France

Over
2,100
electric charge points
in operation in France,
with 75% providing
a full charge in around
30 minutes

A TANGIBLE
POSITIVE
IMPACT

**WORLDWIDE
VINCI AIRPORTS**

**HUBS FOR LOCAL
EMPLOYMENT**

160,000
jobs at airports

110,000
jobs supported
through the activation
of local value chains

180,000
jobs supported by way
of household spending
enabled by the wages
paid by companies
at airports and their
value chain

A total of

550,000
jobs supported locally by
airport operations focusing
on quality of service.
Every direct job at an airport
supports an additional
2.4 local jobs.

**DRIVERS
OF TOURISM**

\$48 billion
spent by international
tourists arriving via the
VINCI Airports network

2.1 million
jobs and GDP of
\$60 billion generated
by this spending
in countries where
VINCI Airports operates

**SUPPORT FOR
PUBLIC INVESTMENT
AND GOVERNMENT
OPERATIONS**

\$2.8 billion
paid by VINCI Airports’
concession companies
and companies at airports
to national and local
administrations, of which
\$700 million paid by
VINCI Airports’ concession
companies to national
and local administrations
by way of taxes, levies
and concession fees

**In the countries where
VINCI Airports operates,
the operations at airports
under its management
in 2023 supported a total
of 2.7 million jobs
and \$96 billion in GDP**



In 2024, VINCI Airports and VINCI Autoroutes, both subsidiaries of VINCI Concessions, commissioned Utopies to carry out an analysis of their socio-economic footprint. The results define the positive impact of airports and highways on their regions and local residents, shining a spotlight on the socio-economic role played by concessions.

**FRANCE
VINCI AUTOROUTES**

**DRIVING LOCAL
EMPLOYMENT**

46,501
jobs supported, including
through intragroup
transactions,⁽¹⁾ of which
5,239 direct full-time
equivalents (FTE)

Every direct job
supports an additional

7.9 jobs (including
through intragroup
transactions)⁽¹⁾ in the
French economy

⁽¹⁾ In a study of a group with multiple entities, “intragroup transactions” refers to purchases made by one subsidiary from another group subsidiary. For VINCI Autoroutes, intragroup transactions account for 17% of received purchases.

**OPERATIONS
CONTRIBUTING
TO NATIONAL
GDP AND TAXES**

€7.8 billion
GDP contribution by
VINCI Autoroutes in France
(including intragroup transactions)⁽¹⁾

The two regions most benefiting
from this contribution are
the **Greater Paris** area and
Provence-Alpes-Côte d’Azur

€1.576 billion
in taxes paid to the French state



**THE
METHODOLOGY
OF THE IMPACT
STUDIES**

VINCI AIRPORTS
Over the last 10 years, Utopies has been helping VINCI Airports study the impact of its airports – mostly in France, but also in other countries including Portugal and Cambodia. The impact study carried out for 2023 was finalised in 2024 and is based on VINCI Airports data and estimations, as well as Airports Council International (ACI) rankings. The margin of error for the results of the study is estimated at 15%.

VINCI AUTOROUTES
VINCI Autoroutes measured its impact in France in 2019 and 2022. This new study updates the results of previous editions, offering a geographic and sectoral analysis of the impact in terms of FTEs supported and GDP generated, putting the results into perspective in relation to France.

A MODEL

VINCI Concessions partners with governments and local authorities to operate their mobility infrastructure. It engages in a continuous dialogue with them, building trust at every step of the project, from design through to financing, construction and operation of the infrastructure.



Investing for all

VINCI Concessions’ partnerships with the local authorities granting concessions are built on trust. This sometimes entails co-funding, as was the case for the new redevelopment of the Porte de Gesvres intersection on the outskirts of Nantes in France. This €47.9 million project was inaugurated in 2024 and co-funded by VINCI Autoroutes (75%) and local authorities (25%): Nantes Métropole, the Loire-Atlantique department and the Pays de la Loire region. By creating two 2-lane connections between the northern and eastern ring roads, as well as an additional lane in each direction of the existing highway between Porte de Rennes and Porte de la Chapelle, this key project has improved what was once a highly congested stretch of the Nantes ring road. Conditions have therefore improved for all users of the northeast section of the ring road, particularly in the evening, saving over six minutes per journey.

THAT BUILDS



DOMINICAN REPUBLIC RENEWED TRUST

VINCI Airports, concession holder of six airports in the Dominican Republic since 2016 through its subsidiary Aerodom, had its contract – initially scheduled to end in 2030 – extended by the government by 30 years in late 2023. That extension confirms the success of the various projects carried out by VINCI Airports: upgrading passenger terminals, opening a new cargo terminal at Santo Domingo in 2020, and developing several solar plants producing a total of 7.5 MWp to decarbonise airport operations. Aerodom saw traffic at its airports increase by 22% in 2024 compared to 2019 levels. As part of this new contract, VINCI Airports will build and operate a new passenger terminal at Santo Domingo airport and continue to implement its environmental action plan by developing solar plants, a wastewater treatment plant and waste management centres.



CZECH REPUBLIC THE COUNTRY'S FIRST PUBLIC-PRIVATE PARTNERSHIP HIGHWAY PROJECT

The new D4 Via Salis went into service in December 2024 – the first time that the Czech Republic has selected a public-private partnership for a highway. The project was awarded to a consortium led by VINCI Highways, representing an investment of around €530 million. Carried out with VINCI Construction CZ and completed in less than four years, the project upgraded 16 km of existing road and created a new 32-km highway between Central and South Bohemia. The new infrastructure also improves connections between rural areas of South Bohemia and other important economic regions in Germany and Austria. The new highway meets high standards in terms of quality of service, with video monitoring along the entire route – and, in a first for the Czech Republic, VINCI Highways uses BIM at the operation phase.

TRUST

AN INSPIRING

The mobility infrastructure assets operated by VINCI Concessions all make a significant contribution to the development of the regions where they are located, while offering a high level of service to their users. They also proactively contribute to injecting momentum into the local socio-economic landscape, particularly to help those struggling to get into work, such as young people and women.



“Passing the historic 15 million passenger milestone attests to the growing appeal of Scotland as a tourist destination and the sustained interest in international and domestic travel. We already expect new opportunities for growth in 2025, with the aim of providing even more exciting experiences for our passengers.”

GORDON DEWAR,
CHIEF EXECUTIVE AT EDINBURGH AIRPORT

Tangible socio-economic benefits

VINCI Concessions plays an active role in transforming regions. Economic, social and environmental momentum builds up around its infrastructure, creating quantifiable and tangible benefits for the prosperity of the region or country. Three airports operated by VINCI Airports in three different capitals therefore achieved record traffic numbers in 2024, with 26 million passengers handled at Santiago airport in Chile, 16 million at Edinburgh in the UK and 8 million at Belgrade in Serbia. In Colombia, the modernisation and expansion carried out by VINCI Highways in synergy with VINCI Construction of the Bogotá-Girardot highway, a vital route for the national economy, reached the 60% completion milestone in 2024. In the long term, the project is expected to generate 14,000 indirect jobs and increase the national GDP by 395 billion pesos.

A network that promotes inclusion

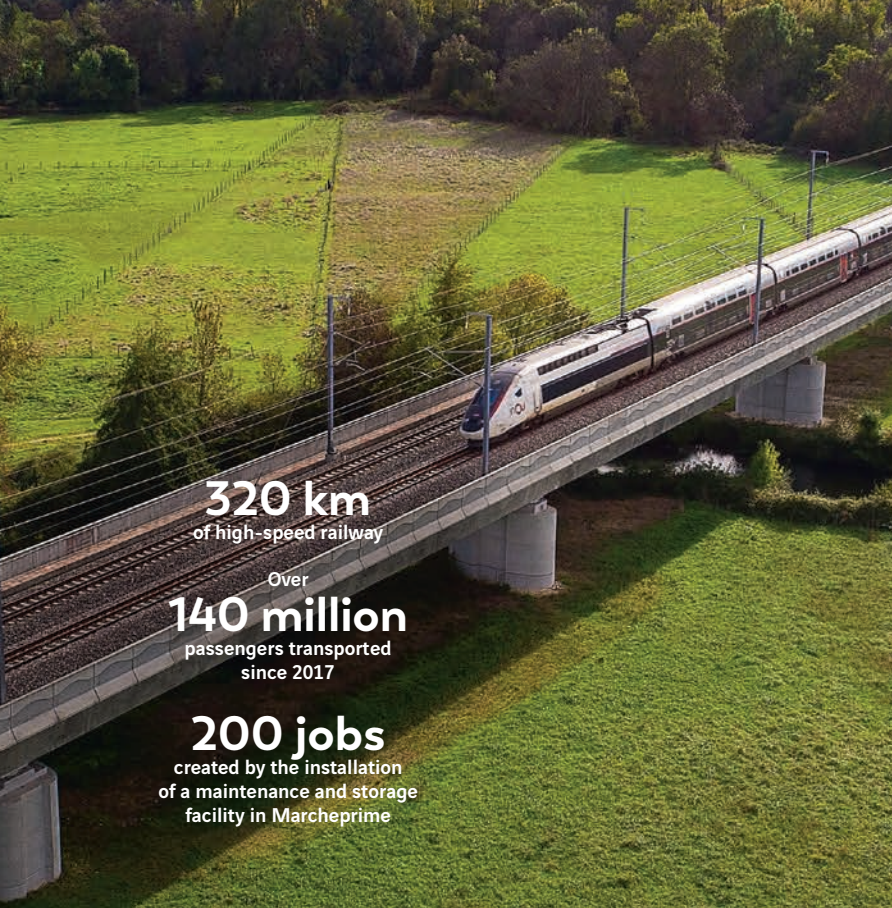
VINCI Concessions works in the general interest by helping to create more inclusive regions, prioritising direct and indirect local employment at the construction phase of its airport, highway and railway infrastructure, including by way of professional integration schemes and by rolling out innovative initiatives at the operation phase. Its commitments promote the development of residents’ employability, support for entrepreneurs and communities’ economic inclusion.



VINCI Airports organises a number of careers fairs at its sites in France, for example. In 2024, the “Forum Destination Emploi” – an aviation careers fair organised by Lyon Aéro Emploi, an initiative led by VINCI Airports – brought together almost 400 people and 30 company partners offering around 100 job vacancies.

Increasing the number of jobs held by women is also a key aim being worked towards on the ground, as shown by a number of VINCI Highways initiatives. In Slovakia, over 100 girls from the Nitra technical high school visited the operations centre for the R1 expressway Via Pribina – the highway linking Nitra and Banska Bystrica in Slovakia – for International Women’s Day. And in Colombia, over 300 secondary school students from the area directly affected by the highway connecting Bogotá and Girardot attended an event organised by Vía Sumapaz to promote careers in science.

MODEL



320 km
of high-speed railway

Over
140 million
passengers transported
since 2017

200 jobs
created by the installation
of a maintenance and storage
facility in Marcheprime



FRANCE THE SEA HSL, A CASE STUDY IN NOUVELLE-AQUITAINE

In France, the example of the South Europe Atlantic high-speed rail line (SEA HSL), built by VINCI and operated by VINCI Railways through the Lisea and MESEA subsidiaries, perfectly illustrates the power of using the concession model to promote sustainable mobility. The line has brought about multiple positive transformations, linking Bordeaux and Paris in two hours and boosting the economic attractiveness of the regions that it serves. In a strong sign of its commitment to developing low-carbon transport in France, by way of successful collaboration between the public and private sectors, VINCI Concessions increased its stake in Lisea's capital in 2024. All risk is transferred to Lisea, the operator of the line: financing, construction, traffic, maintenance, operation and safety for the 50 years of the concession. With French railways opening up to competition, Lisea is facilitating the arrival of new players in rail – by preparing to build the train maintenance and storage facility in Marcheprime near Bordeaux, where work is scheduled to start in 2025. The first new rail operator, Proxima, has already signed a transport plan and an agreement with Lisea to use this facility for its future fleet of trains from 2028.



FRANCE MAKING INTEGRATION CENTRAL TO VINCI AUTOROUTES WORKSITES

In 2020, VINCI Autoroutes signed a partnership agreement with the Var prefecture, Métropole Toulon Provence Méditerranée and its Maison de l'emploi job centre, and the local unemployment agency, France Travail Var. The aim of the partnership was to promote employment and encourage professional integration as part of the expansion of the A57 highway to the east of Toulon in the south of France. In late December 2024, more than 152,500 hours of work – i.e., 285% of the initial target – and almost 5,000 hours of training had been recorded in pursuit of that integration. What's more, more than 200 contracts have been signed since the start of the project, over 90% of which with people in the Toulon area, 30% of whom come from underprivileged areas. Meanwhile, in nearby Cadarache, the A51 highway project has created 11 jobs with 64,569 hours worked, including 4,266 hours of professional integration, leading to the permanent employment of a project engineer and a concrete form setter.



UNITED KINGDOM AN AIRPORT SETTING OFF FOR THE FUTURE

Operated by VINCI Airports, London Gatwick is fully contributing to local employment and integration, opening its doors wide to young people with a view to recruiting its future teams. Since it opened in October 2024, the airport's new STEM Centre – a facility where visitors can discover and learn about airport careers – has welcomed over 1,000 schoolchildren, students and potential candidates for internships or jobs. Around 30 schoolchildren also took part in a week of work experience, which gave them the opportunity to go behind the scenes at the airport and discover career paths in aviation, and more than 270 students were welcomed to the airport this year as part of its skills programme. Lastly, employees also volunteered as part of the Dare to Dream mentoring programme created by the Love Local Jobs Foundation, mentoring 220 children from local school.



FRANCE HIGHWAYS PROMOTING INTEGRATION AND LOCAL ROOTS

Twelve years ago, the Les Jardins de la Voie Romaine association was created on an unoccupied area by the A19 highway in the Loiret department by VINCI Autoroutes and the Fondation VINCI pour la Cité. It combines organic market gardening with professional integration on a 5-hectare farm and now plays a major role locally, with four social-oriented collaborative agricultural sites in the Loiret and almost 100 employees. In 2025, the project achieved a new milestone; AVIA Picoty, sub-concession holder for the Loiret service area, awarded Les Voies Romaines – a specialist in professional integration created by the association – the operation of the boutique and catering at the service area. An ambitious aim was set: ensuring that 80% of products on offer in the boutique and catering services are local and organic. A new chef is set to create a fresh menu in spring 2025. Local products will gradually be added to the menu and in the boutique, and the service area will also be completely redeveloped. Visitors will get a sense of the local surroundings and enjoy an enhanced customer experience at the next-generation service area – a first on French highways.

A KEY STRUCTURAL

Mobility infrastructure is a powerful driver of transformation for regions and countries. As a long-term partner and investor, VINCI Concessions unlocks the potential of these structures in order to improve regional connectivity.



**From 23 million
to 40 million**
passengers: the increase
in capacity at Terminal 1 of
Kansai International airport

Creating momentum for regions

The concession model provides great flexibility when it comes to addressing very diverse local issues. It can be used to quickly upgrade airports, for example, which is vital for certain economies where air transport plays an essential role. This is the case in areas that are difficult to access other than by plane, such as the Amazon region in Brazil, where VINCI Airports is revitalising the seven airports that it has operated since 2021 (see page 32). This also applies to island regions, such as Cabo Verde, whose seven airports were also taken over by VINCI Airports in 2022, and the Dominican Republic, where its concession contract was extended by 30 years in late 2023. Elsewhere, investment is creating new momentum in both operational efficiency and the passenger experience. In Serbia, Belgrade airport has gone into a new phase of its development with the aim of becoming a benchmark in regional mobility (see page 33). In Mexico, VINCI Airports has engaged an investment programme of over €400 million to establish Monterrey airport as a leading international hub. And in Japan, after the second phase of the terminal renovation and expansion at Kansai, the airport is preparing to welcome the many visitors expected for World Expo 2025 in Osaka.

Investing in the long term

VINCI Highways and VINCI Autoroutes' investments in road transport infrastructure also have a structural impact on the regions concerned. VINCI Highways is currently working on major projects in Europe and in Latin America. In Germany, the new B247 highway in the state of Thuringia will redirect HGVs away from villages. In Greece, the new Patras – Pyrgos route will soon serve the south of the Peloponnese, providing better connections for residents and more momentum for local businesses. And in Latin America, beyond the standout



development of the Bogotá-Girardot highway in Colombia, VINCI Highways is also managing the expansion of the southern section of the Entrevias concession in Brazil. This project will sustain the strong economic growth under way in the state of São Paulo. VINCI Highways is also preparing to launch work on the Via Cristais highway to the north of Belo Horizonte. In France, VINCI Autoroutes invested over €600 million in 2024 in the upgrade, redevelopment and upkeep of the highway network under concession, a public asset.

PROJECT

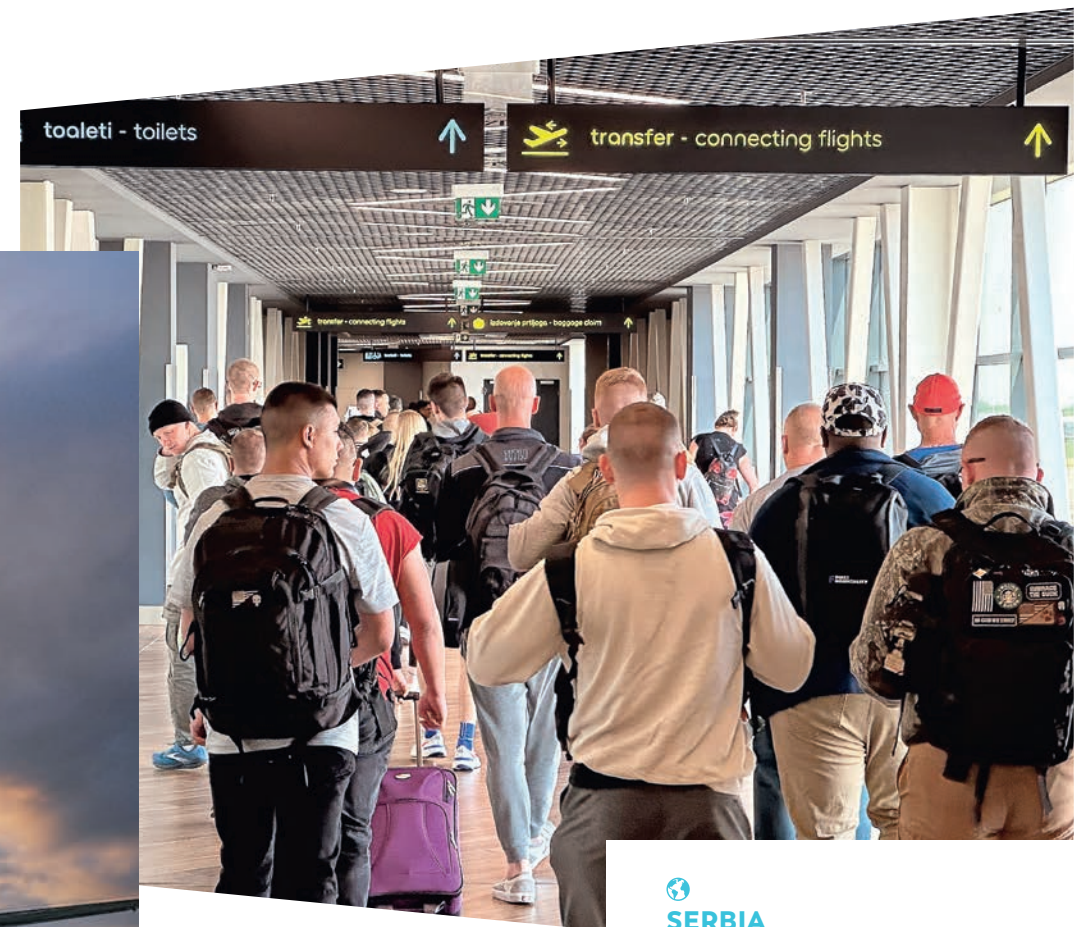
BRAZIL
LARGE-SCALE
MOMENTUM IN THE
AMAZON REGION

When VINCI Airports acquired the seven airports in the Amazon region – Manaus, Tefé, Tabatinga, Porto Velho, Boa Vista, Rio Branco and Cruzeiro do Sul – in 2021, it committed to carry out an extensive upgrade programme. That programme was completed in 2024 with a total of 1.4 billion Brazilian reais invested to improve security, accessibility, comfort and operational efficiency at these airports in order to offer a better passenger experience and stimulate local economic development by strengthening connections between the Amazon region, Brazil and the rest of the world. Thanks to VINCI Airports teams’ work with partner airlines, routes to 11 new destinations – 8 domestic and 3 international – have been opened.



CARGO, A DRIVER OF REGIONAL DEVELOPMENT

Modernising processes and improving quality of service also drove Manaus airport’s freight operations forward. With the third-largest freight terminal in Brazil, the airport provides freight services for over 250 companies, most of which are located in the duty-free area. In 2024, the relatively low levels of the Amazon river meant that the airport could take over from the transportation of goods by waterway.



SERBIA
THE JOURNEY TO A
SUSTAINABLE EUROPEAN
HUB AT BELGRADE

The completion of the project to transform Nikola Tesla Airport in Belgrade was celebrated in 2024. The ceremony was attended by the Serbian president, as well as the French President on his state visit to Serbia. Thanks to VINCI Airports’ investments, the airport is set to soar as a major aviation hub in southeast Europe. VINCI Airports has operated Nikola Tesla airport since 2018 and carried out the renovation and expansion of its terminal, adding an extra 40,000 m². The retail area has been organised into themed areas, following the “design by mood” concept already applied in Japan and Brazil. By combining local and international brands, this concept creates a unique atmosphere that successfully showcases what each destination has to offer. The airport’s connectivity has also significantly improved, with 86 direct routes opened and 46 additional destinations now accessible from Belgrade.

BELGRADE
AIRPORT

12
 departure
 gates added

11
 additional spaces
 to park aircraft

9,000 m²
 of retail space

Over
8.3 million
 passengers in 2024
 compared with
 6.2 million in 2019

COMMITTED

TO THE TRANSITION

OF MOBILITY AND REGIONS



We believe that we can meet the growing demand for mobility, essential to regions' social and economic momentum, while protecting the future of our planet. By investing to sustainably transform our infrastructure and helping clients and local authorities achieve their own environmental transition, we are contributing to taking on this major collective challenge every day.

HARNESSING PUBLIC-PRIVATE PARTNERSHIPS

More relevant now than ever, the concession model moves with the times to adapt to regions' new challenges and needs, particularly those related to the energy transition.



TO HELP REGIONS ACHIEVE

Successfully bringing about decarbonisation

The concession model offers a robust and proven solution to help local and national governments unlock the “wall of investment” that they need to successfully bring about the environmental transition, particularly when it comes to transforming mobility. By combining the energy transition with economic performance, VINCI Concessions applies the public-private partnership model to producing, storing and supplying decarbonised energy – particularly photovoltaics through its subsidiary, SunMind, with a portfolio of projects totalling over 1.2 GWp in development. Structures sometimes use this renewable energy directly to reduce their own emissions, but it can also benefit regions. Energy produced by the future solar plant at Lyon-Saint Exupéry airport, for example – which will be operated by SunMind in partnership with Neoen – will be injected into the grid to power local towns, avoiding the emission of almost 1,600 tonnes of CO₂ per year.

Supporting electric mobility

VINCI Concessions is also helping to decarbonise mobility by deploying charging stations for electric vehicles. In its European Green Deal, the European Commission estimated that the number of charge points accessible to the public should rise from the figure of 200,000 in 2020 to at least 1 million by 2025. In 2023, the German Federal Ministry for Digital and Transport Affairs awarded VINCI Concessions with three works packages for the Deutschlandnetz Regional, a programme to develop ultra-fast charge points throughout Germany. And in 2024, VINCI Concessions secured full green finance for the project to deploy 106 ultra-fast charging stations⁽¹⁾ – i.e., 828 charge points – in 12 of Germany's 16 states. Meanwhile, in France, transforming highways into low-carbon infrastructure – by way of electric mobility – is already a reality, with a total of more than 2,100 charge points operational on the VINCI Autoroutes network in late 2024, 75% of which provide high-power charging, enabling a full charge in around 30 minutes. The number of charging sessions carried out in the VINCI Autoroutes network doubled between January and December 2024, with almost 2 million sessions over that period.

(1) With a nominal capacity of 400 kW, the highest current standard for high-power charge points.



INVESTMENT TO DECARBONISE HIGHWAYS IN FRANCE

VINCI Autoroutes worked with Patrice Geoffron, professor of economics at Paris-Dauphine-PSL University, to model the investment needed to incorporate highways into the national and European pathways to reach carbon neutrality by 2050. According to the study, carried out in 2023 and updated in 2024, the figure comes to around €70 billion for the entire French highway network. An initial tranche of priority investment, valued at around €15-20 billion for the entire highway network, would unlock tangible results from the next decade. These major investments should be compared to the significant savings that they would enable in terms of CO₂ emissions and oil imports, and could be brought about through the concession model.

THEIR TRANSITION

A NEW STEP

VINCI Concessions aims to set an example by reducing its own carbon emissions, and in 2024 set itself a new decarbonisation pathway to achieve by 2030. Even more ambitious than previous aims, the pathway was created by working closely with teams on the ground to develop action plans that reflect local reality as accurately as possible.

A roadmap developed in collaboration with our teams

The mobility sector accounts for 23% of global CO₂ emissions. To help decarbonise the sector, VINCI Concessions works not only on its own direct emissions but also on those generated upstream, helping clients and partners to reduce their impact. Having almost completed its 2030 objective in 2023, with a 48% reduction of its direct carbon emissions (Scope 1 and 2) compared to the 2018 baseline, VINCI Concessions established a new trajectory in 2024, now aiming for a reduction of two thirds by 2030. The roadmap for this new phase was drawn up collaboratively with VINCI Concessions teams in order to involve them even further. In this new cycle, decarbonisation is no longer a focus just for the experts – it is something to be addressed by everyone on the ground. Each entity in each country therefore drew up its own action plan based on its level of maturity, areas for improvement and local regulatory framework.

A 52% reduction in VINCI Concessions' direct carbon emissions (Scopes 1 and 2) in 2024, with a new reduction target of two thirds set for 2030



**WORLDWIDE
STEPPING UP SOLAR**

VINCI Concessions is multiplying photovoltaic electricity generation projects within the network and aims to achieve a future capacity of 2 GWp. VINCI Airports has brought into service the expanded solar plant at Las Américas airport in the Dominican Republic. The company is also set to bring the large-scale solar plant project that it launched at Lyon-Saint Exupéry into service in 2025, with a capacity of 20 MWp. What's more, VINCI Highways – via its subsidiary Lima Expresa – commissioned its solar production programme for self-sufficiency in Peru. The aim of the programme is to equip six additional operational bases with solar panels to produce around 141 MWh, which should cover around half of the energy needed to power the Lima Expresa's operational bases. And VINCI Autoroutes has identified around 1,000 hectares of land in its network that could eventually accommodate 200 solar power plants, offering a total capacity of over 1 GWp. Construction of the first plants will begin in 2025.



**TOULON HYÈRES
AN AIRPORT
LEADING THE WAY**

In 2024, Toulon Hyères airport reached the net zero emissions target for its own activities (Scopes 1 and 2). The first airport in France to do so, it has Level 5 ACA accreditation – the highest granted by the ACI – and is one of the world's 10 most advanced airports for decarbonisation. Beyond the efforts made to reduce the site's direct emissions, this certification also recognises actions taken to help the airport's stakeholders decarbonise their own activities. Solar canopies operated by SunMind were also inaugurated this year, providing up to 690 MWh per year of green electricity to power the airport. Any excess energy produced that the airport does not use will be reinjected back into the grid, contributing to the decarbonisation of the region. And to capture its residual emissions (48 tonnes of CO₂ over 30 years), Toulon Hyères has also teamed up with the Provence-Alpes-Côte d'Azur region, the French forestry agency (ONF), the Méditerranée Portes des Maures regional community and the town of Lavandou to restore a section of the Lavandou forest.

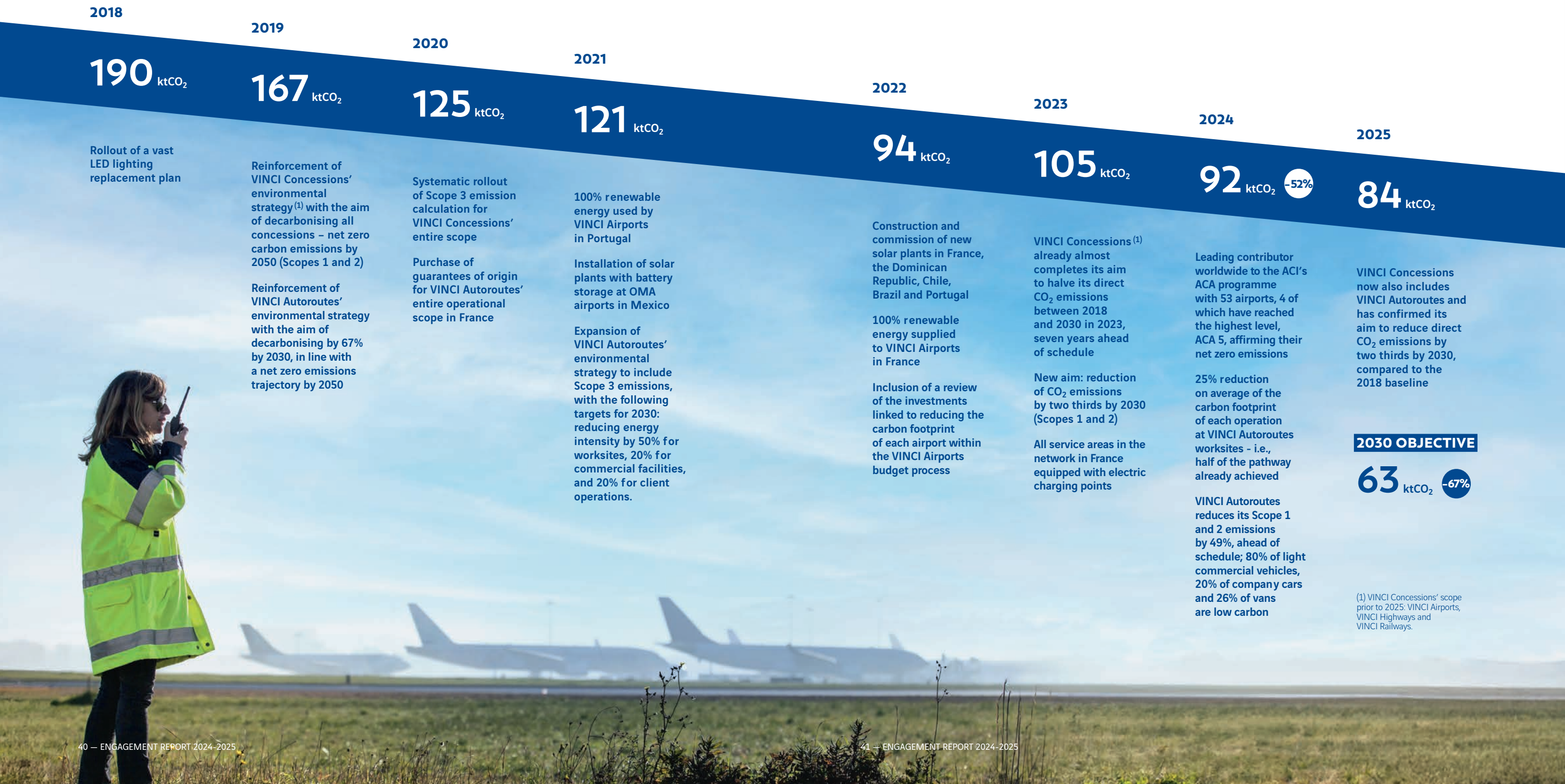
OF THE DECARBONISATION

ROADMAP

AN AMBITIOUS

PATHWAY TO

DECARBONISATION



⁽¹⁾ VINCI Concessions' scope prior to 2025: VINCI Airports, VINCI Highways and VINCI Railways.

COMMITTED

In order to reduce the Scope 3 emissions generated upstream and downstream of its activities, VINCI Concessions helps its clients and partners in their efforts, harnessing its infrastructure to feed into and step up collective momentum.

Speeding up the decarbonisation process for our users and partners

VINCI Autoroutes, VINCI Highways and VINCI Airports are offering more and more charge points throughout the network in order to contribute to the sustainable transformation of road transport by supporting electric mobility. In 2024, VINCI Airports signed a contract with TotalEnergies to deploy and operate over 800 electric charge points at the Lyon-Saint Exupéry airport car parks. What’s more, an Electric Forecourt charging station went into service at London Gatwick this year. And Osaka Itami has become home to Japan’s largest airport car park for electric vehicles with a “WeCharge” electric charging station. As part of its commitment to stepping up the transition to electric mobility throughout its entire international network, VINCI Highways is rolling out charge points in every country where it operates, including those where this transition is still emerging. On the D4 highway in the Czech Republic, VINCI Highways has worked with Shell to develop charging services of an unprecedented scope – the largest in the region and second-largest in the country, with eight high-power charge points for vehicles travelling in each direction. The canopy over the service area has solar panels that help to power this infrastructure, further incorporating renewable energy into our mobility solutions.

x7
The estimated increase in the number of charge points to be rolled out on French highways to meet the expected growth of electric vehicles between now and 2035

Alongside its efforts to reduce the impact of its highway projects and operations, VINCI Autoroutes is also taking action to decarbonise how highways are used, for example by offering charge points for electric mobility at 100% of its service areas. VINCI Autoroutes has also begun equipping its rest areas, car-sharing parking spaces and tollbooths with charge points. What’s more, two charge points for HGVs went into service at the Palombières rest stop on the A89 in late 2024, with more will follow in 2025. Another example of these efforts is the reforestation projects under way, which capture the residual carbon emissions of airports and highways. VINCI Airports opened the door for airlines to come on board and in late 2021, Volotea became the first to join its forest carbon sink programme. It has since been joined by TUI.



THROUGHOUT THE



WORLDWIDE ENCOURAGING THE DECARBONISATION OF AVIATION

By making sustainable aviation fuel (SAF) available to airlines at its sites, VINCI Airports is playing an active role in the decarbonisation of aviation. In 2021, it was the first operator to offer them at Clermont-Ferrand airport, which has a 30% distribution rate. The same applies at Saint-Nazaire Montoir, where VINCI Airports has continued to roll out the service within the network in France and beyond. In 2024, a new refuelling contract was signed with TotalEnergies to supply biofuel at Annecy airport.

EUROPE TAKING ACTION TO TACKLE AIRPORTS’ SCOPE 3 EMISSIONS

In 2024, VINCI Airports was chosen to roll out the major European project, APU-OFF. It is part of the EU’s Fit for 55 package, which aims to reduce greenhouse gas emissions within the EU by 55% in 2030 compared to the 1990 baseline. The Auxiliary Power Unit (APU) is a kerosene-powered turbine used to provide energy to aircraft when they are on the ground. Using decarbonised electricity to provide this energy instead would make it possible to bring the aircraft’s main engine to a complete halt and avoid using kerosene, a high emitter of CO₂. Between now and 2026, VINCI Airports will therefore invest €200 million (with support from the European Union, the European Investment Bank and Banque des Territoires) to install APU-OFF equipment at its airports in Lyon and Nantes in France and in Portugal, before incorporating it as standard in all its new infrastructure projects.

59
car-sharing parking facilities in service in late 2024 in the VINCI Autoroutes network



FRANCE DEVELOPING SHARED MOBILITY

According to VINCI Autoroutes’ sixth study on single-occupancy vehicle use, which measured occupation data for vehicles travelling on highways around 13 French cities, almost 86% of drivers are alone in their car on their daily journeys. This is the highest rate since the launch of the study, working out at an average of 1.22 people per vehicle. Reaching 1.75 people per vehicle on average by 2030, the target set by the National Low Carbon Strategy, will therefore require significantly increasing the number of people car-sharing. VINCI Autoroutes is contributing to the movement by developing free car-sharing parking facilities at the entrances and exits of its network. Six new car parks opened in 2024 and around 20 more will be created in partnership with local authorities over the next few years as part of the national Highway Investment Plan.

ENTIRE VALUE CHAIN

INNOVATING FOR

Innovation is the driving force at VINCI Concessions, empowering us to reinvent the future of mobility – a future that contributes to prosperity, enables us to build connections between regions and cultures, and where we will have succeeded in striking the balance between economic development and the use of natural resources. In concessions activities, investing in innovation is a guarantee of effective infrastructure that can adapt to changes to the economy and the climate, as well as optimised and appropriate flow management and the most enjoyable customer experience possible.

A culture and an ecosystem

At VINCI Concessions, innovation is championed by a corporate culture that encourages initiatives launched by employees in the field, harnessing a network of centres of excellence for innovation that support a portfolio of promising solutions, as well as investment capabilities and strategic partnerships. Each of the six centres of excellence for innovation specialises in a specific area and tests, assesses and shares new solutions to step up the transformation of mobility. In 2024, for example, the centre of excellence for innovation in Lisbon teamed up with The Journey, an open innovation programme supported by Turismo de Portugal, with the aim of identifying and testing solutions to boost energy efficiency in airports. The centre of excellence for innovation in the railway sector – based in Bordeaux-Villongnon – continued to promote the use of artificial intelligence to optimise maintenance and help reduce carbon emissions. It received feedback as part of the Rail Open Lab, an accelerator of innovative projects in the railway industry.

**UK AND PORTUGAL
SMART TURNAROUND
AT VINCI AIRPORTS**

The Smart Turnaround is a solution that aims to harness AI to optimise aircraft rotations. The main aim is to improve flight punctuality and reduce CO₂ emissions. An automated system records the key events of aircraft rotations, such as the aircraft's arrival on the ramp, connection to the air bridge, boarding and the switching off of the APU when the aircraft comes to a stop. The Smart Turnaround has been tested in collaboration with technological partners in the UK and Portugal.



COLLABORATIVE INNOVATION

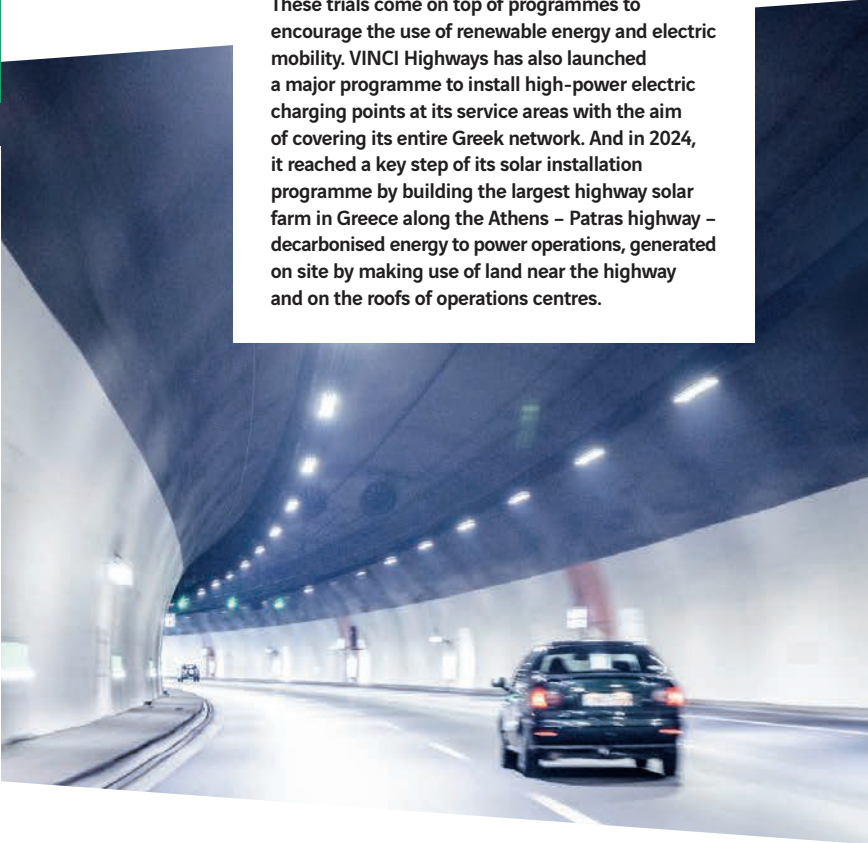
VINCI Concessions encourages innovation at each of its business units through its digital platform, INNOVATE, which empowers all employees to share their needs or ideas and showcase tried-and-tested solutions that could be put into action. As part of the VINCI Environment Awards – organised by the VINCI Group to identify and celebrate solutions to decarbonise operations, boost the circular economy and promote rewilding – over 200 innovative ideas have been put forward by VINCI Concessions employees. Around 50 mature solutions from teams at VINCI Airports, VINCI Highways, VINCI Autoroutes and VINCI Railways will receive guidance ahead of deployment within the Group, to benefit clients.

FRANCE “CHARGE AS YOU DRIVE”, A WORLD FIRST MANAGED BY VINCI AUTOROUTES

In addition to fixed charge points, HGVs can also be powered through dynamic charging as they drive over infrastructure, via either induction or a live rail. Since 2023 VINCI Autoroutes, together with VINCI Construction and a number of public and private stakeholders, has been trialling “Charge as you drive” as part of a call for projects by Bpifrance: “Mobilités routières automatisées, infrastructures de services connectées et bas-carbone” (automated highway mobility, connected and low-carbon service infrastructure). It is the world's first project of this type on a highway in service. After an initial trial phase, the system was rolled out in real-life conditions from November 2024 on a test section of the A10. In Spring 2025, prototype HGVs should be the first worldwide to recharge by driving on the highway in real traffic conditions. Rolling out these systems widely will contribute greatly to improving the environmental performance of electric HGVs and stepping up electrification. Their impact will therefore be significant in France, where the transport of goods is carried out by road 90% of the time, accounting for 45% of carbon emissions generated by highway journeys and 22% of the carbon footprint of the entire transport sector.

GREECE VINCI HIGHWAYS' NETWORK, A DENSE CONCENTRATION OF SUSTAINABLE TECHNOLOGIES

VINCI Highways is the leading international highway operator in Greece, where it is rolling out pioneering initiatives. An adaptive lighting system has therefore been installed on this route, adjusting the strength of the lights to the weather conditions and traffic levels. The system has produced real results, reducing energy consumption by 75% in certain months. Teams have tested a solution to vary the strength of the lighting in the tunnels, taking into account the level of light outside, the reflection from road markings and the cleanliness of the walls, in order to optimise energy consumption while offering a pleasant experience for drivers. These trials come on top of programmes to encourage the use of renewable energy and electric mobility. VINCI Highways has also launched a major programme to install high-power electric charging points at its service areas with the aim of covering its entire Greek network. And in 2024, it reached a key step of its solar installation programme by building the largest highway solar farm in Greece along the Athens – Patras highway – decarbonised energy to power operations, generated on site by making use of land near the highway and on the roofs of operations centres.



DECARBONISED

MOBILITY

A TRUSTED

In the face of climate change, the concession model is the perfect response to the urgent priority of building and maintaining resilient infrastructure.

Planning ahead for greater adaptability

In 2024, VINCI Concessions carried out a vulnerability study of over 80 of its entities. The risk mapping obtained through this analysis enabled VINCI Concessions to draw up adaptation plans, prioritising infrastructure presenting the highest levels of risk. These plans can now be used to plan the work needed to face those risks – whether it be the risk of flooding or water stress, depending on the region in question. VINCI Concessions is therefore carrying out specific studies and projects in each of its business lines according to the risks that have been identified. After carrying out a resilience study in 2022/2023 to assess vulnerabilities, the operator of the SEA HSL, LISEA, created an adaptation plan in 2024 to face climate hazards that are likely to occur in the coming years – particularly the risk of forest fires. With the help of VINCI Energies, VINCI Railways has developed a system to detect these fires using artificial intelligence that will be gradually rolled out to the sections of the railway line that are most at risk. VINCI Concessions works to ensure the resilience of its infrastructure all over the world. In Peru, VINCI Highways – concession holder of the two-lane Lima Expresa – has reinforced the banks of the Rimac River to prevent the risk of an impact from any floods, for example due to the El Niño phenomenon. Kansai International airport, a unique structure built on an artificial island in Osaka Bay in Japan, is working hand in hand with the academic community:

the Kyoto University Disaster Prevention Research Institute and the Kumamoto University Faculty of Engineering. Together, they have modelled the impact of Typhoon Jebi in 2018, enabling teams to gain new skills in anticipation and resilience. They can then harness cutting-edge expertise to boost the airport’s resilience in the event of a natural disaster, for example by installing four-legged concrete structures to absorb the shock of marine currents. The concession model enables us to invest and act throughout the entire lifecycle of structures and infrastructure with a view to adapt and bolster resilience. Between 2019 and 2020, VINCI Autoroutes and Carbone 4 carried out a criticality analysis of the entire network using the CEREMA L3 analysis method. This major study integrated three different timeframes (1996-2005, the future focusing on 2035 and the future focusing on 2085) and two climate change scenarios. Fourteen infrastructure elements (such as highway structures, road surfaces and walls) were exposed to 11 climate risks (rainfall and runoff, floods and rising water levels, drought, extreme heat, etc.). This macroscopic study enabled the analysts to identify the level of criticality of infrastructure elements across the entire 4,443-km network in light of climate change and how it is expected to develop. It also enabled them to single out the most significant hazards for the infrastructure, as well as which sections are most at risk. The conclusions found the flood and rising water level and fire hazards to be the priority, and the Mediterranean region to be the area most exposed, with higher criticality, although the situation is projected to worsen significantly in the northwest area of the network according to the timeframe focusing on 2085. In order to continue with data acquisition, in 2024 VINCI Autoroutes tasked CALLENDAR with a new risk exposure assessment for its network regarding flood, fire, extreme heat and the swelling of clay soils. This assessment focuses on how risk exposure is set to change, using the benchmark scenario published by TRACC in 2023 (GWL30, which projects global warming in 2100 of 3°C worldwide, and 4°C in mainland France).



PARTNER

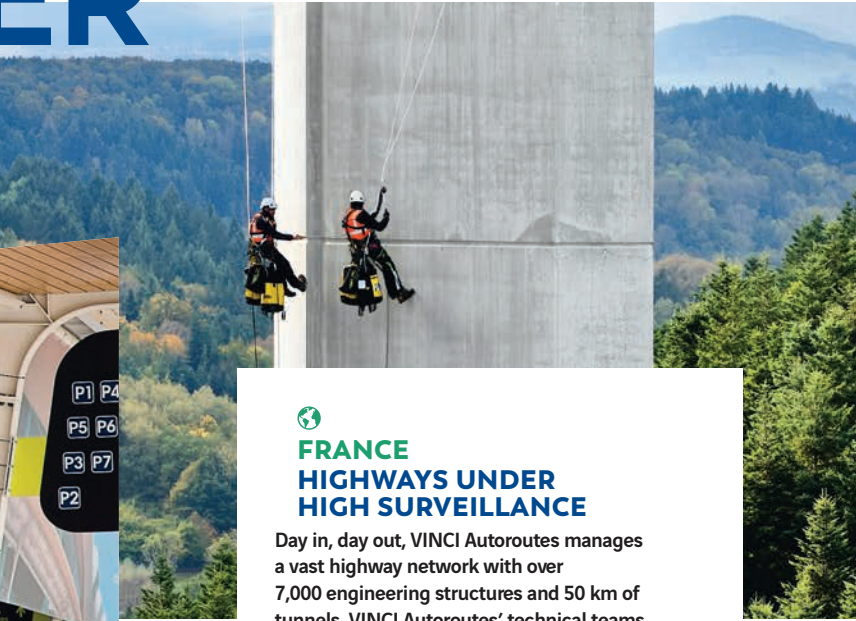


PORTUGAL FARO BUILDS ITS RESILIENCE

VINCI Airports subsidiary ANA – Aeroportos de Portugal has worked with its various stakeholders to draw up an action plan with three timeframes – 2030, 2040 and 2050 – based on an assessment of the potential climate risks that could affect Faro airport. The plan was designed to bolster the resilience of the infrastructure and ensure operations continue efficiently and safely in the face of climate-related challenges. The measures that the plan has identified range from the management and monitoring of weather events to water and energy management, as well as initiatives to educate VINCI Airports employees, field teams and passengers on climate change issues.

FRANCE HIGHWAYS UNDER HIGH SURVEILLANCE

Day in, day out, VINCI Autoroutes manages a vast highway network with over 7,000 engineering structures and 50 km of tunnels. VINCI Autoroutes’ technical teams work on the ground, using the most effective monitoring and diagnostic tools to check the conditions of all roads and structures in the network, guaranteeing the highest levels of safety and performance for highway users. In addition to the continuous monitoring by highway patrol teams, regular measurements are also carried out, enabling the precise and exhaustive identification of any changes to the infrastructure. These measurements also give experts the information they need to determine any upkeep work required, whether preventive or corrective. All roads in the VINCI Autoroutes highway network are therefore monitored using trucks equipped with laser measurement and image analysis tools to assess the structures’ ageing. Structural monitoring includes visits and inspections to pick up on any deterioration. In some cases, divers are also involved to check underwater foundations and carry out tests to assess the resistance of the concrete, or the mechanical performance of post-tensioned cables.



TO BETTER ANTICIPATE RISKS

COMMITTED

The infrastructure in the VINCI Concessions network is home to a rich reservoir of biodiversity. To protect it, VINCI Concessions set itself an ambitious strategy in 2024 to structure and make better use of the company initiatives applied on the ground.

Learning about and measuring biodiversity to better preserve it

The infrastructure that VINCI Concessions operates occupies large pieces of land that are rich sources of biodiversity. Almost half of the airports in the VINCI Airports network and around a third of VINCI Highways’ and VINCI Autoroutes’ highways are located near key areas for biodiversity, while VINCI Railways has undertaken a major biodiversity preservation programme near the SEA HSL, with environmental offsetting measures in place across 3,800 hectares of land. In 2024, VINCI Concessions bolstered and structured its approach with the aim of achieving no net loss of biodiversity. To make sure this strategy is clear and transparent, a biodiversity/nature index will be introduced from 2025, enabling us to assess the quality of the natural environment and the effectiveness of the work being carried out on the ground. By understanding the impact of the company’s activities on the various factors that lead to biodiversity loss, VINCI Concessions’ Strategy focuses on three areas: knowledge of the environment, how the impact on biodiversity can be avoided and reduced, and infrastructure’s positive contribution. VINCI Concessions entities are already working with expert partners to draw up wildlife and plant inventories at road, rail and airport infrastructure sites. This mapping enables us to visualise the richness of local flora and fauna and involve employees in a citizen science process. By precisely identifying the areas affected, these analyses or inventories can be used to optimise an airport’s overall layout, for example, or to adopt different approaches for nearby land. On highway infrastructure, as a developer, builder and operator, VINCI Autoroutes has helped step up the regulatory requirements of the “Avoid, reduce and offset” approach and, over time, developed significant expertise in environmental engineering for the industry.

The Group therefore regularly applies an “Avoid, reduce, offset and support” approach, which includes additional non-regulatory measures to provide added value – such as tangible actions and the acquisition of knowledge related to biodiversity preservation. Efforts are made wherever possible to make infrastructure “transparent” and restore functioning in areas that have deteriorated, going further than the limitations of the public highway under concession if possible. And to go even further, a tool is currently being developed with the Murmuration start-up, with support from Directorate General for Enterprise (DGE) – part of the French Ministry of the Economy, Finance and Industrial and Digital Sovereignty – through the France Tourisme Tech partnership. By analysing high-resolution satellite imagery and leveraging artificial intelligence, the tool will enable users to identify soils, compile in-depth inventories, and to find the ideal locations for infrastructure, avoiding important ecological areas. Moreover, airports integrate staff with expertise in avifauna into their teams, particularly in the context of preventing wildlife hazards. Lastly, VINCI Concessions entities are carrying out rewilding projects, identifying areas where land take has occurred around airports or highways that can be given back to nature. These projects generate a positive impact for regions, going beyond the needs of VINCI Concessions.

2025
Introduction of a biodiversity/
nature index to assess the quality
of natural environments
and the effectiveness of the
work being carried out

TO PROTECTING

 BRAZIL
A HIGHWAY THAT LEADS THE WAY

VINCI Highways has rolled out an ambitious environmental plan in order to protect wildlife around the southern section of the Entrevias concession in Brazil, where the duplication of a bridge over the Tietê River is being carried out. For the full duration of the project, any wildlife affected will be sheltered at a temporary base before being released back into its natural habitat. The plan also covers continuous monitoring of water quality in the Tietê River and the health of its aquatic wildlife, as well as workshops to teach local communities about the environment. The highway also stands out for its wildlife crossings; it is positioned alongside a tropical humid forest biome that is home to particularly rich biodiversity, where animals such as ocelots, pumas and otters are classified as endangered on the state of São Paulo’s list of endangered wildlife species. To protect them, almost 50 wildlife crossings have been brought into service, and 30 others are under construction.



 PORTUGAL
SEQUESTRATION THROUGH “BLUE CARBON”

In Faro, Portugal, the LIFE RestoreSeaGrass project for the conservation and restoration of seagrass meadows has been launched in collaboration with the Algarve Centre of Marine Sciences, part of the University of Algarve, as well as other international organisations. The project has support from the EU LIFE programme and aims to restore marine plants that have deteriorated off the coast of Faro. It involves rehabilitating plant habitats, managing invasive algae species and monitoring biodiversity using drones and sensors. This groundbreaking project will also generate marine carbon credits to capture residual emissions, including those of VINCI Airports subsidiary ANA Aeroportos de Portugal, by 2030. It is set to create a significant positive environmental impact, capturing 95,000 tonnes of CO₂ equivalent and preserving 191 hectares of marine plants by 2030.



 FRANCE
PLANT AND WILDLIFE PROTECTION IN NANTES

VINCI Autoroutes has worked to restore the environment on the Porte de Gesvres site in Nantes, rolling out almost 30 measures to protect the surroundings for both people and wildlife. 15 hectares of forest were restored and 1.5 hectares protected using reinforced soil slopes. Moreover, 3,000 m² of wetland has been restored, while 7,000 m³ of water has been preserved thanks to the expansion and creation of a new retention basin within a loop of the interchange. A total of three basins have been created and restored, while 160,000 trees have been planted and 365 metres of noise barriers installed. What’s more, over 30 species of birds are covered by the measures introduced to protect avifauna; a partnership with the French Bird Protection League (Ligue pour la protection des oiseaux or LPO), who advise on protective measures, has been established to ensure monitoring for 30 years.



BIODIVERSITY

COMMITTED

VINCI Concessions reduces its environmental footprint at every step of the value chain by limiting the extraction of raw materials, reusing and recycling materials, and minimising water consumption.



Better managing consumption

VINCI Concessions is committed to protecting water resources and has therefore set itself the aim of halving consumption per work load unit at its infrastructure by 2030. In 2024, the company initiated the Smart Metering Project to optimise its water and energy consumption. The aim is to equip all network infrastructure with solutions to collect data regarding its energy and water consumption. That data will then be gathered on a single platform that can be used to automate reports, manage usage better and compare infrastructure. The system is scheduled for rollout in 2025.

Reusing waste

All entities in the VINCI Concessions network are also ramping up their waste reduction and recovery efforts. At Phnom Penh airport in Cambodia, for example, VINCI Airports has adopted the VINCI Concessions policy of sending zero waste to landfill. The airport has rolled out various initiatives in order to reach this objective: reducing waste at the source, with a focus on limiting single-use plastic and packaging; sorting waste to recover as much recyclable waste as possible; and improving recyclability by incorporating ragpickers in the waste management chain, enabling the project to create a positive environmental and societal impact for the region. In 2025, the approach will be rolled out to Latin America, the Caribbean and Cabo Verde. And in France, VINCI Autoroutes aims to recover 100% of operational waste and waste from the service areas under its management in 2030 (of which 80% recovered for material reuse, in the case of operational waste).

TO PRESERVING



FRANCE BUILDING ENERGY-EFFICIENT BUILDINGS

For LISEA, VINCI Railways subsidiary and operator of the SEA HSL, managing water consumption is high on the agenda as it builds its new train maintenance and storage facility in Marcheprime in Gironde. The building’s green rooftops will collect an estimated 9,560 m³ of rainwater. The project also integrates reused materials, such as reconditioned ballast. The project was awarded the BDNA silver label by Bâtiments Durables Nouvelle-Aquitaine (Sustainable Buildings Nouvelle-Aquitaine) in recognition of this environmental approach.

FRANCE REUSING MATERIALS TO REDUCE THE CARBON FOOTPRINT

VINCI Autoroutes has committed to reducing the carbon footprint of work carried out on its network by 50% on average, compared with the 2019 baseline, for each operation by 2030. The company is already halfway towards its goal, having achieved a 25% reduction in late 2024. In order to reach that goal, VINCI Autoroutes is working with its project management and construction partners on several areas: using eco-design for its structures; increasing the use of low-carbon concrete, recycled steel and low-carbon energy for vehicles; and optimising worksite methods and the transport of materials. In 2024, 93% of the asphalt and aggregates from other operations was recovered in various forms, of which 48% was reused on VINCI Autoroutes worksites. And progress being made in the road industry means that the rate of materials reused on site is increasing regularly. During a maintenance campaign on the A87N, focusing on 12 km of the Angers ring road, all 44,000 tonnes of asphalt extracted from the old road were used to create 120,000 tonnes of recycled asphalt, which was produced by a mobile plant set up near the worksite. This approach will continue in 2025 on a 22-km section of the A87.

NATURAL RESOURCES

ALL COMMITTED

TO EXCELLENCE,

SAFETY AND COMMUNITY



Every day throughout the world, we strive to offer millions of people the best travel experience possible by safely and sustainably operating the infrastructure under our management. What makes this possible is the expertise of our teams, for whom we are creating safe and fulfilling working environments. United by their shared values and committed to the regions where they work, these teams are key to our leadership and form the foundation of our responsible business performance.

GLOBAL LEADERSHIP

By growing its global presence, VINCI Concessions is developing its expertise all over the world. Every project and investment combines overall performance with management of the local environment.



IN INFRASTRUCTURE

A network that creates value

VINCI Concessions teams everywhere are committed to taking part in developing the infrastructure that they manage and the services that it offers. Their approach is to operate the infrastructure under their management, taking the specific local situation into account while optimising, making improvements and rolling out best practices that have already been proven elsewhere. Their strength comes from creating value by upgrading structures, harnessing the synergy made available by the VINCI Concessions infrastructure network. 2024 was marked by several major operations.

Structural investment

In Colombia, VINCI Highways operates the Bogotá-Girardot highway through Via Sumapaz as part of a traffic-risk concession signed in 2016. The operator is carrying out a comprehensive restoration of the structure, which is the country's busiest highway. Carried out in synergy with VINCI Construction, this major project includes the construction of a third 65-km lane, which is scheduled to become fully operational in 2025. In Brazil, work to expand the SP-333 highway – the southern section of the Entrevias concession in the state of São Paulo – accelerated in 2024. And in Europe, VINCI Highways is building new sections of highway in Germany and the Czech Republic. Meanwhile, in Japan, a new instalment of the modernisation and expansion of the terminal at Kansai International airport was therefore inaugurated ahead of the arrival of visitors for World Expo 2025 in Osaka. And in Mexico, a five-year investment programme of over €400 million has been launched to establish Monterrey airport as a leading international hub. Other investments are under way in Serbia, Chile, Portugal, the UK and the Dominican Republic.



€1 billion
invested in the network
in 2024

FINANCING

QUALITY OF SERVICE FOR

By listening to the travellers who use its highways, airports and railways, VINCI Concessions teams constantly strive to improve the experience of users of network infrastructure.

The customer experience is one of the three major focuses of VINCI Concessions' strategy for innovation. On highways, innovation is found in the smoother and more automated payment experience. The partnership announced in 2024 between ViaPlus, a wholly owned subsidiary of VINCI Highways, with Nuvei Corporation, a Canadian fintech company, has enabled the subsidiary to integrate over 700 new payment types to its payment technology platform. Users of the ViaPlus network can now use Apple Pay or Alipay, one of the world's most popular digital wallets, as well as local options that are widely implemented in the countries served by the VINCI Highways network – such as Pix in Brazil, Pago Efectivo in Peru and Nequi in Colombia.

Unique experiences at network airports
Better meeting travellers' needs also means boosting the appeal of structures in the network. The new and enhanced duty free areas at Belgrade airport, the network airports in Portugal, and Kansai International airport in Japan attest to this. Eight years after it joined the Group network, the Japanese airport now has a completely redeveloped retail area. Particular care has been paid to the general look and feel so that it reflects Japanese culture and the identity of Osaka Bay. Travellers can now discover a dual-aspect shop spanning 2,500 m² – the largest in any Japanese airport – offering a wide variety of duty free products. It opens onto an open space with four themed retail areas created in line with the "design by mood" concept, which has already been trialled at Salvador Bahia airport in Brazil: "Active", with urban lifestyle, tech and business products; "Curious", based on tourism and culture; "Peaceful", a range focusing on the natural world; and "Fun" for playful and entertaining products.



THE OPTIMAL CUSTOMER

GREECE UPGRADES TO BOOST SATISFACTION

VINCI Highways has created a new customer experience for users of the Rio-Antirrio bridge; the mobile app has been updated, subscriptions have gone digital, an e-pass for electric vehicles has been introduced and maintenance and upgrade campaigns are being continuously promoted to the public. The impact of these investments was fully assessed in 2024 through enhanced satisfaction surveys. Results showed that 82% of customers are satisfied with their overall experience, highlighting the quality of the road surface, public lighting and signage. Customer-facing workers were also praised, with a 73% satisfaction rating for their proactive attitude. The subscription programme has record 75% satisfaction rates while the mobile app, which was updated in June, obtained 76% positive feedback for its ease of use.



EXPERIENCE



FRANCE PEACE OF MIND WITH ZENLINE AT LYON-SAINT EXUPÉRY AIRPORT

How can innovation be used to improve the passenger experience? Lyon-Saint Exupéry is the first airport in France to trial ZenLine, a solution to book specific slots for security checks. Passengers can choose the slot that best suits them, enabling them to optimise the time that they spend at the airport. The system identifies and offers times based on a smart slot system that is calculated using flight schedules, aircraft load, traffic and more. The ZenLine solution is free, accessible via the airport's website and mobile app, and available for all flights at Terminal 1. Slots can be reserved any time from seven days to 24 hours ahead of departure.

FOR SAFE

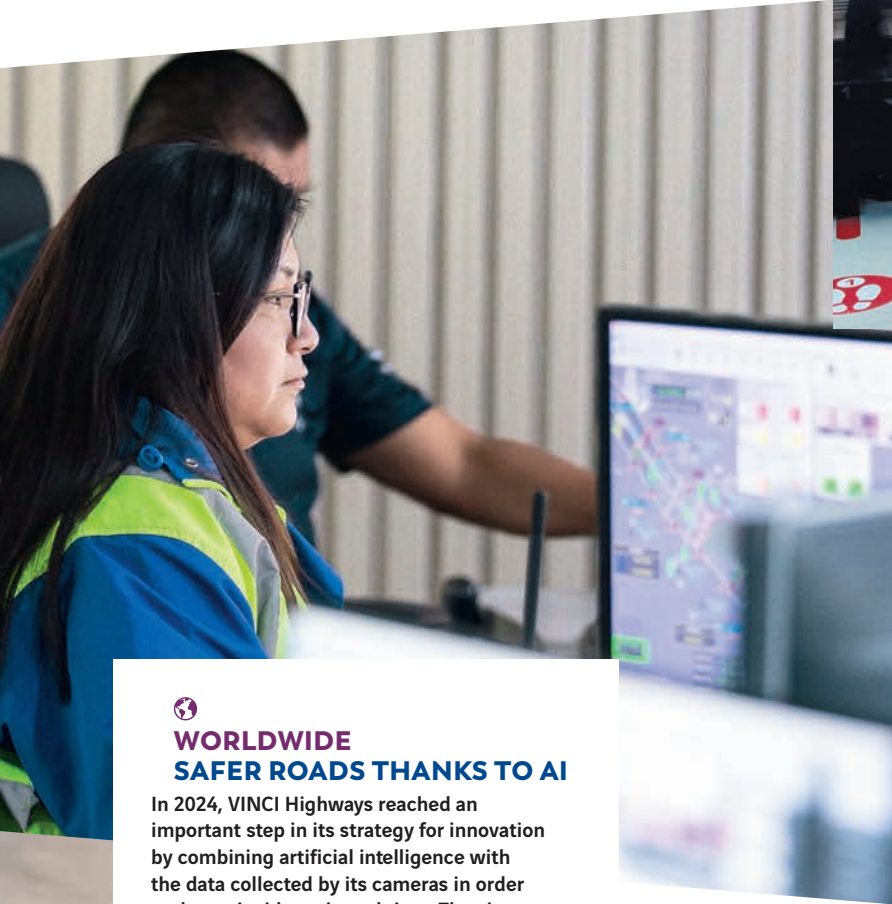
For VINCI Concessions, transforming mobility goes hand in hand with constantly improving safety in its networks. This ambition is central to its role designing, operating and maintaining mobility infrastructure.

Safety that is central to performance

The safety of the millions of travellers who use its networks every day is fundamental for VINCI Concessions. Against the backdrop of growing global mobility and the development of its own network, with major acquisitions in 2024, VINCI Concessions constantly improves its safety performance, applying the highest standards for road, rail and airport safety at all its structures. It also carries out initiatives to raise stakeholders' awareness of safety issues. Throughout the year, VINCI Autoroutes' operational teams in France work to ensure the safety of the 2.6 million people on its network every day, as well as the quality of service. Using latest-generation IT systems and connected devices throughout the maintenance and safety sector also contributes to the effectiveness of operations. Meanwhile, VINCI Railways harnesses innovation to ensure safety on the SEA HSL. With the L.O.U.I.S. drone developed by GR Lab, an engineering firm that is part of the NGX Robotics group, MESEA's railway maintenance teams can now use an innovative tool capable of precisely measuring the height and position of the contact wire in relation to the track. When working on catenary systems, the L.O.U.I.S. drone automatically provides the operators working on aerial work platforms with crucial data, such as catenary geometry, to optimise their efficiency and guarantee their safety.



AND RESPONSIBLE



WORLDWIDE SAFER ROADS THANKS TO AI

In 2024, VINCI Highways reached an important step in its strategy for innovation by combining artificial intelligence with the data collected by its cameras in order to detect incidents in real time. The aim was to reduce response times and quickly identify pedestrians and vehicles that have stopped in high-risk areas. The system was launched at the centre of excellence for innovation for the Lima Expresa in Peru and has enabled the detection of 95% of incidents in less than five minutes. It is also operational on the R1 expressway Via Pribina in Slovakia.



WORLDWIDE A WORLD LEADER IN AIRPORT SAFETY

With the recovery and rise of air traffic, combining measures to ensure meticulous security checks, smooth passenger journeys and cost control is a major challenge. The next generation security areas installed by VINCI Airports at London Gatwick, Edinburgh, Belfast and locations in Japan are, by reducing waiting time at terminals, significantly improving the passenger experience and therefore the appeal of these airports. Thanks to its bespoke security lanes, designed according to VINCI Airports specifications, Belfast International airport can now process around 1,200 passengers per hour. In Japan, the creation of a new security area at Kansai International airport in 2024 created a new record: 98% of passengers complete security checks in under four minutes.

98% of passengers complete security checks in less than 10 minutes at airports in the VINCI Airports network

MOBILITY

PRIORITISING

Safety is a fundamental value and vigilance is the word at VINCI Concessions. Every employee is asked to observe and, if necessary, bring to a halt any behaviour linked to hazardous situations.

A shared priority for all

The culture of safety is one of the pillars of responsible performance at VINCI Concessions. The Safety Week in May is a real highlight every year, with discussion and awareness-raising for employees all over the world, reinforcing collective vigilance. In 2024, certain entities took part for the first time, like Entrevias in Brazil and the seven airports in Cabo Verde. In line with the “Spot & Stop” approach, VINCI Concessions also produced new Safety Stories, a series of videos where employees of the company’s entities share their personal initiatives to “dare to work safely” – inspiring stories that attest to their individual commitment to creating a safer working environment.

Daily vigilance all over the world

Besides this major annual event, local entities maintain and develop this safety culture in their day-to-day. In France, among the 100 or so initiatives carried out by the VINCI Autoroutes Foundation in 2024 with teams from VINCI Autoroutes, the fourth edition of the “Quand allez-vous percuter?” (When is it going to hit home?) campaign exhibited accident-damaged patrol vans near very busy toll stations. Broadcast on television and shared on social media, the video clip to raise awareness associated with this hard-hitting campaign racked up almost 70 million views. Meanwhile, VINCI Highways is working to promote a safety culture throughout its worldwide network, in diverse geographical areas. In 2024, efforts were therefore made to integrate new concessions in regular safety coordination meetings. This approach is bearing fruit, with the number of workplace accidents down 22% in 2024 compared to 2023.

69%
of entities achieved
the zero lost-time workplace
accident target in 2024

Divided by
3.6
VINCI Concessions divided its
lost-time injury rate for its own staff
in its scope of consolidation by
3.6 compared to 2016 levels, with
a rate of 4.47 in 2024



FRANCE INNOVATION FOR HIGHWAY SAFETY

Alongside actions to raise awareness, another key driver to bolster the safety of VINCI Autoroutes technicians while they are working on the road is innovation. The PatrolCare system, developed with the Cyclope.ai subsidiary, uses cameras connected to artificial intelligence to create a virtual safety corridor behind stopped patrol vans. When a vehicle following a dangerous trajectory is detected, a loud alarm sounds to alert the technician and the driver. By the end of 2025, 200 VINCI Autoroutes patrol vans will be equipped with this system, which was awarded the 2024 Road Safety Innovation Award in France in the road technician safety category.

LATIN AMERICA QHS LATAM, THE POWER OF THE NETWORK

In 2024, safety champions from VINCI Highways and VINCI Airports in Latin America created the QHS LATAM network to boost collaboration and the sharing of best practices. It enables the 12 safety champions at VINCI Concessions’ 33 structures in the region to meet regularly and discuss their specific challenges, share best practices to adopt, and find innovative solutions to safety issues that they come up against locally.



65%⁽¹⁾
of drivers use
their phone behind
the wheel

67%⁽¹⁾
of drivers do not
systematically follow
the safety corridor rule
by failing to move over
when maintenance
vehicles approach

SAFETY FOR ALL

⁽¹⁾ Source: survey by the VINCI Autoroutes Foundation.

TRAINING AND

For VINCI Concessions, attracting and retaining the best talent is a matter of strategy and performance. By offering its employees a rich and stimulating experience, VINCI Concessions combines individual job fulfilment with the development of its business lines’ expertise.



A worldwide workforce of
30,000
people

Attracting and retaining the best talent
VINCI Concessions strives to offer its workforce – over 30,000 people in 25 countries all over the world – an employee experience based on the highest standards. Training and nurturing talents while providing a safe, stimulating and inclusive workplace is central to the company’s employer brand. In light of mobility resuming and growing after the shock of the Covid-19 pandemic, the HR programmes rolled out are crucial to attracting and retaining talent. In 2024, VINCI Concessions focused its efforts on better understanding the keys to employee loyalty, leveraging digital tools rolled out by the Human Resources Department to enhance the employee experience, including employee onboarding and journey tools, digital annual appraisals, and a Smart Data Hub to finely analyse data gathered in the different countries in the network. One of the keys to the engagement and loyalty of many employees, particularly those from younger generations, lies in a feeling of social responsibility and the conviction of joining a responsible company. In order to rise to these expectations, the Campus de l’Inclusion association has been involved at seven French airports in the VINCI Airports network. It offers a programme aimed at helping chief executives to develop inclusive practices, which consists of a six-month training course with four meetings and leading to tangible action plans. Followed by 25 airport executives, the programme has enabled participants to define 55 action plans with very tangible measures, for example, the development of responsible purchasing practices.

Over
300
employees in four months:
the number of successful hires
made by VINCI Highways in
Brazil for the kick-off of the
Via Cristais project

DEVELOPING,



Almost
500
interns completed
training with the EMA
in 2024

 FRANCE
**THE EMA, A SCHOOL FOR
HIGHWAY PROFESSIONS**

The École des Métiers de l’autoroute (EMA) in Brive-la-Gaillarde was set up by VINCI Autoroutes in 2022 and is the first establishment in France to provide safety-focused training for road and highway professions. It prepares VINCI Autoroutes’ road personnel, highway workers and operational maintenance technicians for their main duties, contributing to the excellence of highway professions. It now offers a complete training pathway in operations for all new managers to take during their first year in their role. The school has also developed a tailored course with breakdown services to train these professionals in how to carry out their interventions safely. The two-day course teaches participants about risks, good habits, and rules to be followed when working near or on roadways. Additionally, the school has developed awareness-raising modules on multiservice interventions for firefighters and police officers. In view of the continued occurrence of accidents involving operations personnel and police officers, the EMA has partnered with the Commandement des écoles de la gendarmerie and the École de gendarmerie de Fontainebleau to take steps to improve safety on the highway network. In 2024, its trainers visited the national road safety training centre (CNFSR) to raise awareness among 63 future national police force motorcyclists about the risks associated with highway interventions. Lastly, EMA harnesses VINCI Autoroutes’ expertise in winter road treatments by offering technicians training in how to drive and use winter service vehicles, as well as courses for managers on how to organise winter service operations.

INCLUSIVELY

OPENING UP

VINCI Concessions’ human resources policy is rolled out in each new concession that joins the network, enabling teams all over the world to gain new skills, access opportunities for international mobility and move forward in their careers.

Developing international mobility is a powerful tool in building up talents and offering career opportunities to employees. It is therefore an integral part of VINCI Concessions’ objectives. The number of these transfers grew in 2024 – a rise that stemmed from the acquisition of new infrastructure assets, which required bringing in expatriate employees, as well as the launch of Talent Energizer, a short-term mobility programme. The Talent Energizer programme provides a framework for short mobility transfers – usually around six months – between Group entities. For employees, this is a unique opportunity to gain an international perspective, grow and develop their skills. At the Group level, the programme enables the sharing of best practices and the provision of expert support during the rollout of certain projects.

Mentoring for women

Mobility infrastructure remains a male-dominated industry, particularly in technical professions. Increasing the proportion of women in teams is therefore another priority for VINCI Concessions. The international mentoring programme Ellevate continued in 2024, guiding its second cohort of high-potential female employees by sharing key knowledge related to leadership, networking and influence. The aim is to prepare the next generation of managers for their

future responsibilities. Another 2024 initiative was the rollout of the gender equality index in all VINCI Concessions entities outside France. Additionally, to mark International Women’s Day, VINCI Concessions launched #NoBias, an international communications campaign focused on artificial intelligence and bias and aimed at encouraging women to discover the various careers offered by its network and apply. In 2025, VINCI Concessions has invited members of the public to take part in an interactive, immersive and unique experience where they can discover the stories of inspiring female employees and, thanks to generative artificial intelligence, interact with historical figures who inspired these women. Rolled out internationally across VINCI Concessions’ infrastructure, “Women on the move” shines a spotlight on female role models to encourage more women to join the mobility sector.

36%
of all roles and 35% of managerial
roles in VINCI Concessions’
consolidated workforce were held
by women in 2024

NEW OPPORTUNITIES

WOMEN ON THE MOVE

With inclusion policies that support female leadership, VINCI Concessions empowers women to rise to the top in traditionally male-dominated fields and become inspiring role models for younger generations.

“I have no sisters, just three brothers, and I studied science. I remember being one of only two girls in some industrial data processing classes. I’ve often worked in male-dominated environments. I’ve never had any trouble fitting in. When VINCI Autoroutes asked me if I’d take part in the PluriElles programme, I had lots of preconceptions. I saw it as positive discrimination. The discussions made me much more sensitive to the difficulties some women can face in terms of envisaging their future and advancing their career within the company. I was then approached by other women at the company, particularly when I joined the management committee of Escota. I realised many women on my teams had untapped potential, were self-censoring and couldn’t see themselves holding certain positions even though they had all the right skills. We need to boost their confidence and share our experience with them.”

**SIHAM KADDAF VEYRET,
DEPUTY ENGINEERING
AND IT SYSTEMS MANAGER
AT VINCI AUTOROUTES**



“I started as a fire officer at Edinburgh airport in 2010 then held various positions within the Operations Department, before becoming Head of Fire Strategy and Operations in 2024. I am proud to lead the fire department of a major airport and hope to be a role model for other women. I’d like to encourage them to take up leadership positions or to join our team, as I firmly believe that diverse perspectives are essential for good decision-making.”

**CATHERINE RAE,
HEAD OF FIRE STRATEGY AND OPERATIONS
AT EDINBURGH AIRPORT, UNITED KINGDOM**



“I lead the operating teams for our two expressways in Lima, so I’m in charge of over 400 workers. I was given opportunities to grow professionally and received support from my colleagues and managers along the way. As a woman, I feel I bring a different perspective and approach to problem-solving, which benefits both my team and the company. I also think I can be a role model for other women. With my experience, I have a lot to share with the next generation!”

**GUINA AYORA, CHIEF OPERATIONS OFFICER
AT LIMA EXPRESA, PERU**



GIVING

Team spirit and a sense of solidarity are integral to VINCI Concessions’ culture. These values drive engagement among employees, who are regularly invited to get involved in local or global initiatives. Here is an overview of some of the initiatives undertaken in 2024.



 UNITED KINGDOM
LONDON GATWICK, A CHAMPION OF INCLUSION

London Gatwick airport made it onto Inclusive Companies’ 2024/25 Inclusive Top 50 UK Employers List, attesting to the airport teams’ focus on inclusion. In 2024, for example, the airport launched a diversity, equity and inclusion training programme that was developed in partnership with Right Track Learning. The first wave of this programme focused on managers, 93% of whom opted to take part in 2024 on a voluntary basis, with a session looking at unconscious bias, how to manage complex situations and useful tools for sparking conversations about these issues.

 FRANCE
“COUP DE LAME”, A CHALLENGE MARKING THE START OF THE WINTER SERVICE PERIOD

On 6 November 2024, nearly 100 men and women in yellow from VINCI Autoroutes took part in the 21st “Coup de Lame” challenge, marking the start of the winter service period running from mid November 2024 to mid-March 2025. This technical and social event put participants’ skills to the test with nine theoretical and practical tests. The South-East Regional Directorate of VINCI Autoroutes took home the “Grand Ours” trophy, while the team from the Var department, invited to the challenge, received the special jury prize.



 WORLDWIDE
THE ENVIRONMENT, A SHARED PRIORITY

All over the world, VINCI Concessions employees regularly get involved in social and environmental initiatives, bringing new meaning to their work and strengthening their contribution to the regions where they work. Each year, Environment Day provides an opportunity for all networks to take action. Employees also take part in the VINCI Group’s Environment Awards, submitting solutions that have a tangible and positive impact on VINCI Concessions’ environmental footprint. Of the many regional solutions submitted by VINCI Concessions employees, five were recognised with awards in the final by the jury, which was made up of members of the VINCI Executive Committee. The five winning solutions will be rolled out at a wider scale: “CaledonIA” to model flood resilience; “Restore Seagrass” to restore marine plants, manage invasive algae species and monitor biodiversity through the use of drones and sensors; “Gabarit” to make use of property assets by way of the circular economy; “REUT by VINCI” to reuse water via new and unconventional methods; and “Inclusive Recycling” to improve recyclability by incorporating ragpickers in the waste management chain.



MEANING

INVOLVING

Infrastructure projects in the VINCI Concessions network always support regions and remain closely linked to their social and economic dynamics.



Local communities are involved in our infrastructure projects and benefit from their positive impacts through multiple initiatives, many of which are aimed at young people and jobseekers. In France, airports in the network organise a number of careers fairs. In 2024, the “forum Destination emploi” aviation careers fair organised by the Lyon Aéro Emploi initiative – a partnership between Aéroports de Lyon and France Travail Auvergne-Rhône-Alpes – brought together almost 400 people and 30 partner companies with around 100 job vacancies. Lyon-Bron airport, in partnership with the Fondation VINCI pour la Cité, hosted 13 young people supported by Télémaque – a non-profit that helps young people from disadvantaged areas – for a tour of the airport and masterclasses on the different careers it offers. Meanwhile, Grenoble Alpes Isère airport made its terminal available to the Isère department teams for their Autonomy Day.

Encouraging more female hires

A number of programmes focus on encouraging girls and women to pursue careers in the mobility sector. In France, MESEA, a partner of the Elles Bougent non-profit since 2018, has introduced an ambitious policy to promote the appeal of railway careers and increase gender diversity within its teams. In Slovakia, girls from Nitra vocational high school learnt about the diverse careers available at VINCI Highways and visited the operations centre for the Via Pribina expressway for International Women’s Day. In Colombia, Lyda Esquivel, Vice President of the National Infrastructure Agency, and Belen Marcos, President of VINCI Highways, took part in an event organised by Vía Sumapaz to promote careers in science, attended by over 300 female middle school students from the area directly affected by the highway.

LOCAL COMMUNITIES



COLOMBIA NOT JUST A HIGHWAY – AN INVITATION TO TOURISM

VINCI Highways goes further than facilitating mobility – it aims to create lasting value for the regions served by its network. In Colombia, Vía Sumapaz launched the “Todo por Descubrir” (everything to discover) campaign with Ruta 40 (VINCI Construction) in 2024. Developed with the tourism offices of both of the provinces crossed by the Bogotá-Girardot highway, Sumapaz and Alto Magdalena, the initiative highlights a guide to around 200 attractions, restaurants, places to stay, natural beauty spots and more. A website was also launched, as well as a journalism competition to reward the best reporting showcasing the region. In the long term, Vía Sumapaz intends to develop deals with these attractions, offering the drivers on its network reduced entry, so as to further integrate this piece of infrastructure into the local economy.

FRANCE SUPPORT FOR THE SOCIAL AND SOLIDARITY ECONOMY AT LOCAL LEVEL

In 2024, LISEA, the VINCI Railways subsidiary that holds the concession for the SEA HSL, established three 2-year partnerships with players in the social and solidarity economy and research fields in the regions served by the line. Through its partnership with INAE, a local body promoting professional integration and employment, Lisea supports “Campus insertion” – a training programme designed to help integration-through-economic-activity structures develop their market gardening skills and adopt agro-ecological practices while building an offering rooted in their locality, in response to Local Food Plans in particular. Through its partnership with Bordeaux Mécènes Solidaires, Lisea supports charitable projects aimed at helping disadvantaged groups in the Gironde department, with a focus on food insecurity, youth integration, inclusion, and integration through economic activity. Lastly, Lisea supports FORLand – an experimental forest research project led by the French National Research Institute for Agriculture, Food and the Environment (INRAE) and the University of Bordeaux, with a focus on relay cropping.

€240,000
allocated to the 3 partnerships
in 2024

PERU GIRLS ON THE MOVE

For International Women’s Day in 2020, Lima Expresa held its first-ever Girls on the Move Week, marking the start of an unwavering commitment to gender diversity. In 2021, it took part in Girls in Tech & Science to encourage girls to pursue science and tech careers. In 2022 and 2023, it contributed to the Mujeres que construyen (Women who build) initiative. In 2024, it released a mini-series called *Mujeres por la Movilidad Positiva* (women for positive mobility), highlighting the work and commitment of women in infrastructure-related roles at VINCI Highways.

PUBLIC-PRIVATE PARTNERSHIPS OF VINCI’S CONCESSIONS BUSINESS WORLDWIDE

The public-private partnerships listed below are managed within VINCI’s concessions business. Other public-private partnerships (mainly buildings) are managed within VINCI’s Energy and Construction businesses.

Infrastructure	Country	Stake held	End of contract
AIRPORTS			
Annecy Haute-Savoie Mont-Blanc	France	100%	2036
Chambéry Savoie Mont-Blanc ⁽¹⁾ , Clermont-Ferrand Auvergne ⁽¹⁾ , Grenoble Alpes Isère ⁽¹⁾	France	100%	2026–2030
Toulon Hyères	France	100%	2040
Nantes Atlantique, Saint-Nazaire Montoir	France	85%	⁽²⁾
Rennes Bretagne, Dinard Bretagne ⁽¹⁾	France	49%	2026
Lyon-Bron, Lyon-Saint Exupéry	France	30.6%	2047
Salvador Bahia	Brazil	100%	2047
Amazonia Airports (Manaus, Porto Velho, Rio Branco, Boa Vista, Cruzeiro do Sul, Tabatinga and Tefé)	Brazil	100%	2051
Phnom Penh, Sihanoukville	Cambodia	70%	2040
Cabo Verde (Praia, Sal, São Vicente, Boavista, São Nicolau, São Filipe, Maio)	Cabo Verde	100%	2063
Santiago de Chile	Chile	40%	2035
Guanacaste	Costa Rica	44.7%	2030
Hollywood Burbank, California ⁽³⁾	United States		2030
Atlantic City International, New Jersey ⁽³⁾	United States		2026
Macon Downtown, Georgia ⁽³⁾⁽⁴⁾	United States		2022
Middle Georgia, Georgia ⁽³⁾⁽⁴⁾	United States		2022
Ontario International ⁽³⁾⁽⁵⁾	United States		2028
Atlanta Hartsfield-Jackson International, Georgia ⁽³⁾⁽⁵⁾	United States		2026
Budapest	Hungary	20%	2080
Kansai International, Osaka Itami, Kobe	Japan	40%	2060
OMA (Monterrey, Chihuahua, Ciudad Juárez, Culiacán, Mazatlán, Acapulco, San Luis Potosí, Torreón, Zihuatanejo, Durango, Zacatecas, Tampico, Reynosa)	Mexico	29.99%	2048
Lisbon, Porto, Faro, Beja, Ponta Delgada, Horta, Flores, Santa Maria, Funchal and Porto Santo	Portugal	100%	2062
Santo Domingo (Las Américas and La Isabela), Puerto Plata, Samaná (Presidente Juan Bosch and Arroyo Barril) and Barahona	Dominican Republic	100%	2060
Belfast International	United Kingdom	100%	2993
Edinburgh	United Kingdom	50.01%	Freehold ownership
London Gatwick	United Kingdom	50.01%	Freehold ownership
Belgrade	Serbia	100%	2045
HIGHWAY AND ROAD INFRASTRUCTURE			
Network under concession			
Arcos (A355 – Western Strasbourg Bypass)	France	100%	2070
Arcour (A19)	France	100%	2070
ASF network (excl. Puymorens tunnel)	France	100%	2036
Cofiroute network (excl. A86 Duplex tunnel)	France	100%	2034
Escota network	France	99.5%	2032
A4 highway Via Solutions Thüringen	Germany	50%	2037
A5 highway Via Solutions Südwest	Germany	53.6%	2039
A7 highway Via Niedersachsen	Germany	50%	2047
A9 highway Via Gateway Thüringen	Germany	50%	2031
B247 highway Via Mülhausen Thüringen	Germany	50%	2051

Infrastructure		Country	Stake held	End of contract
North-south São Paulo highway (Entrevias)	570 km ⁽⁶⁾	Brazil	55%	2047
Via Cristais (highway between Belo Horizonte and Cristalina) ⁽⁷⁾	594 km	Brazil	100%	2055
Regina Bypass	61 km	Canada	37.5%	2049
Fredericton-Moncton Expressway ⁽⁸⁾	195 km	Canada	25%	2028
Bogotá-Girardot highway Via Sumapaz ⁽⁹⁾	141 km ⁽¹⁰⁾	Colombia	75%	2046
Northwest Parkway, Denver	14 km	United States	100%	2106
ViaPlus USA ⁽¹¹⁾		United States	100%	2025-2031 ⁽¹²⁾
Athens – Pyrgos highway	276 km ⁽¹³⁾	Greece	36%	2038-2044
Maliakos – Kleidi highway	230 km	Greece	15.3%	2038
ViaPlus India ⁽¹¹⁾		India	100%	2025-2027 ⁽¹²⁾
Dublin ring road – M50 – Turas Mobility Services ⁽¹¹⁾		Ireland	60%	2031
Lima Expressway	25 km	Peru	100%	2049
D4 Via Salis	49 km	Czech Republic	50%	2049
Newport bypass	9 km	United Kingdom	50%	2042
Isle of Wight road network ⁽¹⁴⁾	821 km of roads and 767 km of pavements	United Kingdom	50%	2038
Hounslow road network ⁽¹⁴⁾	432 km of roads and 762 km of pavements	United Kingdom	50%	2037
Expressway R1 (Via Pribina)	52 km	Slovakia	50%	2041

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

RAIL AND URBAN TRANSPORT INFRASTRUCTURE				
GSM-Rail	Wireless telecommunication system over 16,000 km of rail track	France	70%	2025
SEA HSL	High-speed rail line between Tours and Bordeaux (302 km)	France	42%	2061
Martinique BRT (Caraibus)	14 km	France	100%	2035

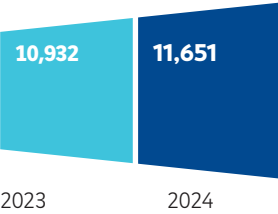
STADIUMS				
Bordeaux Stadium (Matmut-Atlantique)	42,000 seats	France	50%	2045
Stade de France	80,000 seats	France	67%	2025
Le Mans Stadium (Marie-Marvingt)	25,000 seats	France	100%	2044
Nice Stadium (Allianz Riviera)	36,000 seats	France	50%	2041

MISC. PUBLIC FACILITIES				
Automation of river dams (BAMEO)	31 dams on the Aisne and the Meuse rivers	France	50%	2043
Nice-Côte d’Azur Airport car rental centre (Park Azur)	60,000 m² building	France	100%	2040
Public street lighting in Goussainville (G’illumine)		France	100%	2026
Public street lighting in Rouen (Lucitea)		France	100%	2027
Eborn charge points for electric vehicles	2,600 fast charging stations in southeast France	France	20%	2028

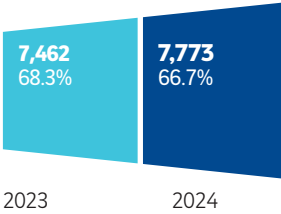
(1) Service, management or public service contracts. (2) The concession contract was terminated on 24 October 2019 for reasons of public interest and will take effect no later than the date of signing of the new concession contract. (3) Service contract. (4) The management contract was terminated in August 2022. A call for tenders is under way. The management contract has been renewed for an additional month every month since that date. (5) Airport under partial management (not consolidated in the network). (6) Southern section undergoing expansion. (7) The concession contract was signed in the first quarter of 2025. (8) Upkeep contract. (9) Under construction. (10) Including 65 km to be widened. (11) Electronic toll collection (ETC/free-flow) contract. (12) End of contract by section. (13) Including 75 km under construction. (14) Upgrade, maintenance and upkeep contract.

FINANCIAL INDICATORS FOR THE VINCI GROUP'S CONCESSIONS

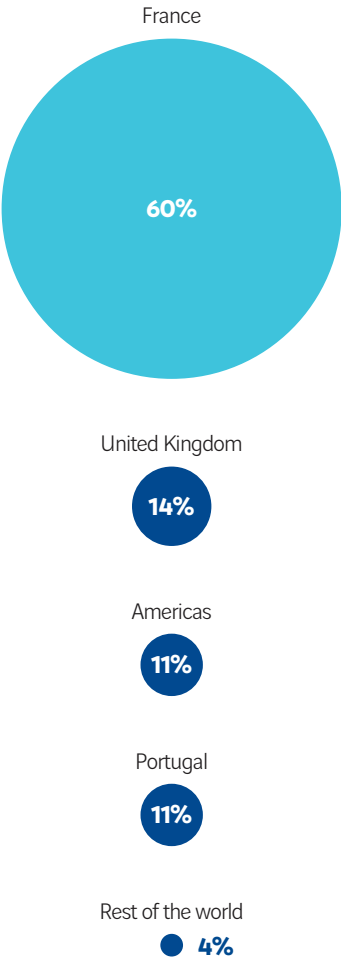
Revenues⁽¹⁾
(in €M)



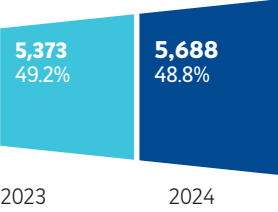
EBITDA⁽²⁾
(in €M and percentage of revenues⁽¹⁾)



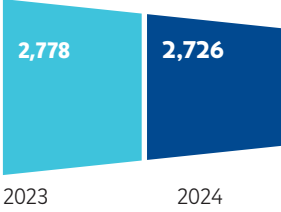
**2024 Revenues⁽¹⁾
by geographical area**



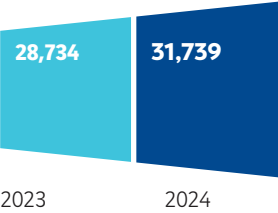
Operating income from operations
(in €M and percentage of revenues⁽¹⁾)



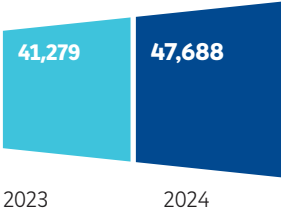
**Net income attributable to
equity holders of the parent⁽⁴⁾**
(in €M)



Net financial debt⁽³⁾
(in €M)



Capital employed⁽³⁾
(in €M)



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(1) Excluding concession subsidiaries' revenue derived from works carried out by non-Group companies.
(2) Cash flows from operations before tax and financing costs.
(3) At 31 December 2024.
(4) Net income was down by €52 million due to the impact of the new tax on long-distance transport infrastructure (TEITLD) introduced in 2024 for an amount of €284 million.



Discover our 2024-2025 Engagement report online

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