Environment, Social and Governance of the Year

The Ohio River Bridges project ("ORB"), East End Crossing Partners, LLC ("EECP"), consists of the DBFOM of a 2,500 feet long span cable stay bridge, 7.57 miles of associated 6-lane highway, 24 bridges and multiple roundabouts and a 1,680 feet long twin bored vehicular tunnel connecting Clark County, Indiana, State Road 265 to Jefferson County, Kentucky State Road 841. The concession period comprises 3.6 years of design and construction plus 35 years of maintenance and operation for 5.3 miles including the cable stay bridge, designed to last 100 years, in Kentucky and 3 interchanges in Indiana. The granting authority is the Indiana Finance Authority ("IFA"), in conjunction with the State of Kentucky.

EECP is owned by two shareholders, Vinci Concessions ("Vinci") and BBGI East End Holdings ("BBGI"), which are both members of the UN Principles of Responsible Investments and take pride in making long lasting positive ESG impacts on projects such as those set out in the ORB project. The project greatly improved connectivity, public safety, and economic growth which benefits residents, business and visitors in the region and the new route alleviates traffic congestion on pre-existing routes. Design optimizations of the interchanges reduced the amount of land use and earthwork needed to increase traffic flows and increase safety. The robust pavement rehabilitation plan is designed to minimize the use of construction materials over time.

This project, having been awarded the Platinum Sustainability Award of the Institute of Sustainable Infrastructure in 2016, set the theme for the Operations and Maintenance phase of the project that began in 2016.

The crowning jewel of the project is unarguably the cable stay bridge that spans the Ohio River between Kentucky and Indiana. The construction of the project includes a shared use path that runs parallel with the roadway from River Road in Kentucky to Old Salem Road in Indiana where there is a trail head parking area for users of the path. The path along the downstream side of the bridge allows for breath-taking views of the river, the banks along both sides and a skyline view of downtown Louisville.

Environmental:

EECP has exceeded expectations by installing multiple waste, pet waste, and recycling stations from one end of the path to the other. There is also a bicycle repair station at the trail head on the Indiana side.

Project staff invest a considerable amount of time in litter control on the project. Recyclable materials such as glass, paper, plastic, and aluminium are placed in recycle bins accounting for up to 4 yards of material per week. Furthermore, to reduce emissions, in 2022 the Project has installed smart, solar-powered, sensor equipped waste and recycling stations that provide status updates to staff for servicing. This has reduced the servicing from twice a week to once a quarter. In addition to litter control, all metal products collected from motor vehicle incidents, damaged guardrail and damaged signs are collected and recycled. All office material

including batteries are collected and recycled. Recycled material amounts are reported to the client quarterly.

The ProjectCo is prioritizing clean energy. In late 2021, solar panels were installed on the south side of the O&M center roof. These panels are estimated to provide up to 110% of the current energy consumption of the facility. Furthermore, to proactively plan, solar panels are currently being installed on the north side of the O&M center roof to accommodate for future increased electricity usage. A dual port EV charging station has been installed in anticipation of our plans to decarbonize our fleet by acquiring Electric Vehicles. In the meantime, the additional clean energy produced by the solar panels is directed back to the energy grid to offset our carbon footprint. EECP also uses solar to power the FAA obstacle lights on the bridge as well as the navigation lights on the bridge. All portable arrow boards and message boards on site are powered by solar panels.

To cut back on carbon emissions, EECP has adopted a policy to reduce unnecessary idling of company vehicles and equipment, "Engine Idling Policy 2022".

EECP has taken various steps to reduce, reuse and recycle whenever possible. An on-demand hot water heater was installed at the kitchen sink to reduce water usage by avoiding having to run the faucet until the hot water comes out. To disincentivize the use of plastic water bottles, a water cooler with water bottle filling capabilities was installed to promote the use of reusable water bottles. Coffee pods such as Nespresso Pods and K-cups are also recycled. Reusable cloth face masks were also provided to the staff to avoid excess disposable masks in the landfill.

To reduce the load of the HVAC system and eliminate the need for propane for heating, large ceiling fans and mini split systems were installed in the shop to manage the temperature more efficiently throughout the year.

The Project staff continues their commitment to give back to the community and environment. The Project sources most of its materials and services from local supplies. From a charitable standpoint, recently, EECP has partnered with Charlestown State Park, a local state park to volunteer our staff every quarter to help park staff maintain the trails and vegetations in the park. Additionally, in partnership with the Indiana Department of Natural Resources, EECP has installed a peregrine falcon nesting box on the Lewis and Clark Bridge. Every year EECP actively ensures that any trees that are not growing well or dying are replaced. In 72 trees were replaced in 2022, and 82 trees were replaced in 2021.

The projects winter maintenance program is an example of environmental stewardship. The contract required some traditional elements of a snow and ice program that EECP covered but EECP exceeded expectations in several areas. Wider plows are used on EECP equipment so the entire lane from center line to edge line is cleared in one pass reducing fuel consumption and equipment wear. EECP utilizes the latest innovations in cutting bit technology that allows for better removal of snow and ice from the road while the blades last longer and don't require as frequent changes as do conventional plow bits. With more snow and ice being removed with the new plow bits, less de-icing material is required to treat the road. The main de-icing material EECP uses is salt brine at 23.3 percent solution. It is made on site and then mixed with a corrosion inhibitor that makes the product 70 percent less corrosive than straight salt. EECP also uses 2 varieties of rock salt that is prewet upon application to the road reducing bounce and scatter by up to 40 percent, thus keeping more material on the road and not in the drainage. EECP also subscribes to a Maintenance Decision Support System (MDSS) that forecasts weather AND road conditions and suggests treatment of products, amounts and

timing. Experience shows that the forecasts are within an hour of start and stop of precipitation which saves on labor and equipment costs by being deployed in real time for the winter conditions. All winter equipment is calibrated before each season and as needed during the season. Plow routes are designed to reduce deadheading and reduce the carbon footprint during operations.

Social:

From a Social perspective, EECP focuses on it's staff wellbeing and the community they serve. EECP staff are provided with free gym memberships and promotes the health and well-being of all its staff. Additionally, EECP has implemented a neutral third-party whistleblowing hotline accessible to all employees. EECP believes everyone is entitled to a safe working environment, by implementing a Health and Safety Policy. Taking this a step further, EECP also implemented an Anti-Slavery & Human Trafficking Policy ensuring slavery and human trafficking is not only not used in our operations, but also setting the same standards for our contractors and suppliers.

The project company is a gold member sponsor of the "Newspapers In Education" ("NIE") program. This program is designed to help teachers teach students about newspapers, how they work and how to use them. This is an international program that promotes and increases our children's literacy by using the newspaper as a teaching tool. NIE is a unique way for schools, businesses, and the local newspaper to work together in a partnership that benefits all of us - now and in the future. Through the use of daily news, editorial, features and even advertising, students at all grade levels can learn math and cost comparison skills, geography and meteorology, history and current events and how they shape our world, all while improving reading and comprehension. The NIE program helps motivate and teach students with a textbook as fresh as each day's news. This program originated in the 1930's. EECP also believes in continuous growth for its staff. As such, a Tuition Reimbursement Program was set up in 2022 for all full-time employees.

Project staff have participated in new home construction with the Habitat for Humanity program that works in local communities to provide families in need with a decent and affordable place to live.

Governance:

Focusing on Governance, EECP has implemented various policies including:

- Anti-Slavery and Human Trafficking Policy
- Biodiversity Policy
- Code of Conduct
- Cyber Security Policy
- Drug and Alcohol Policy
- ESG Policy
- Health and Safety Policy
- Idling Policy
- Rapid Escalation Procedures
- Responsible Contractor Policy
- Tax Policy
- Whistleblowing Policy
- Workplace Safety and Health Program

A climate resilience study for the asset has also been completed by its shareholder BBGI, showing a low risk and high climate resilience for the asset..

EECP continues to look for methods, procedures, and products to improve our environmental stewardship and to partner with our client and the community to make improvements. EECP has applied for both the Kilowatt Crackdown and the Energy Star recognition and is awaiting approval.