

Ascendi Overview

2026



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Ascendi Overview



25 years of experience

Ascendi is recognized for its expertise in road infrastructure asset management operation & maintenance, and tolling services, with 25 years of consolidated experience.



A European reference

Ascendi covers the complete range of the traditional road O&M activities and is a European reference in operating All Electronic Tolling systems.



Seamless customer support

Ascendi has a 360° view of the customer needs, providing a seamless customer support service through the multiple available contact channels.



A leading player in the sector

Ascendi is a leading player in the asset management sector, with majority stakes in 6 road concessions in Portugal and shares in 2 concessions (France and Spain).



Overview

€4bn

Accumulated investment



842km

Concession extension



1986

Employees



95%

Customer satisfaction



€482m

Operational Cash Flow



19.172

Average daily network traffic



+25 y

Toll Road Operation Experience



203M

Toll transactions processed



89%

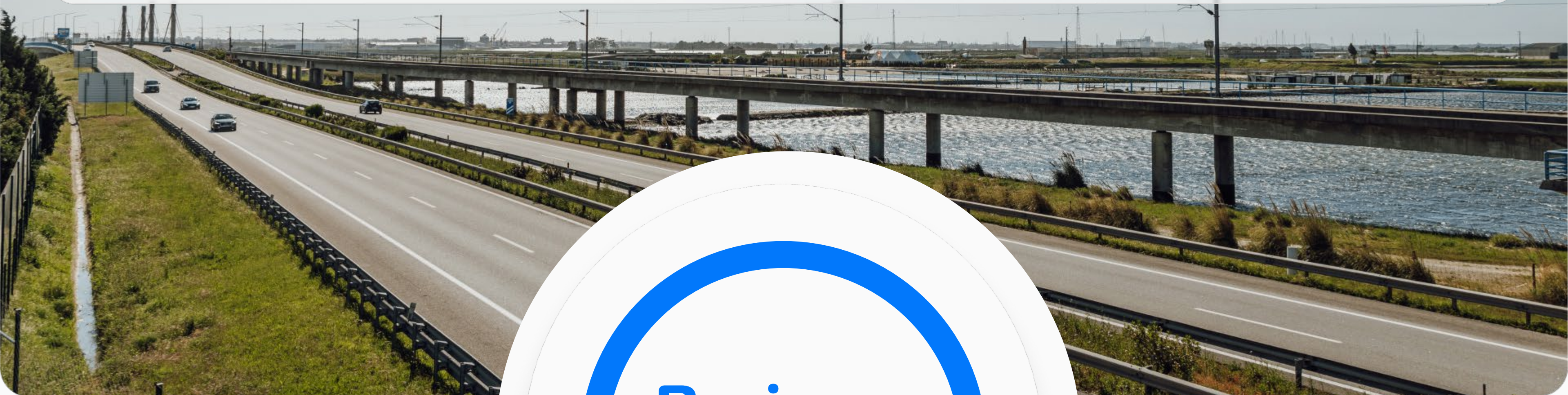
Recovered Waste



32%

Women





Business Areas

8 concessions

Asset Management

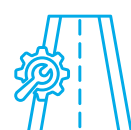
- Control of 6 concessions (Portugal) ▲
- Shares in 2 concessions (France & Spain*) ▲
- Service provider for O&M and toll collection ▲



3 Core Activities

Operation & Maintenance

- Road operation and maintenance ▲
- Intelligent Transport Systems (ITS) ▲
- Maintenance management ▲



European Reference

Toll Collection

Know-how in the following charging systems:

- ▲ Exclusively electronic toll collection (AET - MLFF system)
- ▲ Traditional toll collection (open & closed systems)



Customer-centric solutions

Customer Service

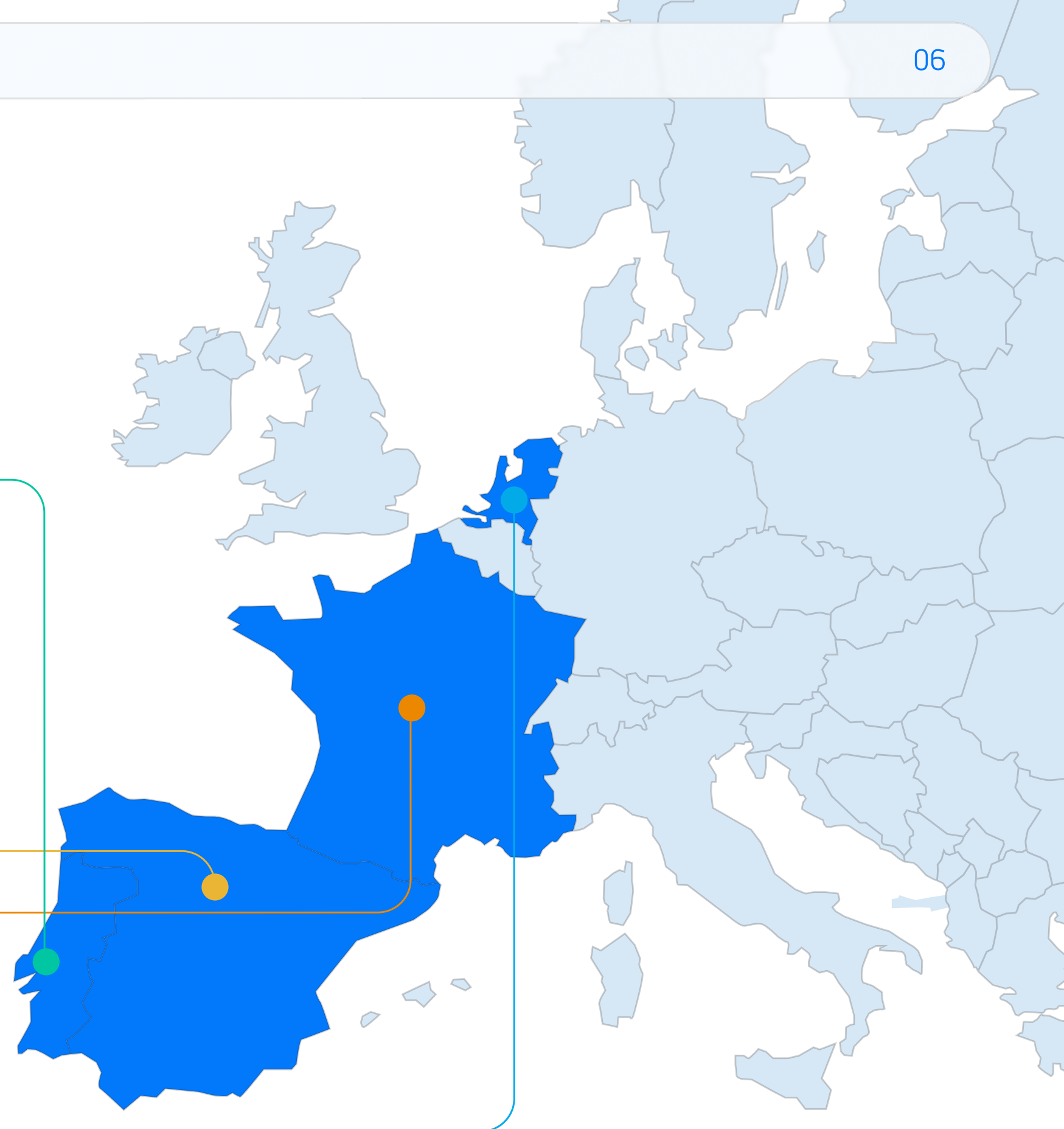
- ▲ Multiple interconnected channels
- ▲ Online & offline, blending digital experience with human-assisted channels



*recently awarded



Asset Management



PORTUGAL

6 concessions
627km

● Under operation

Provision of services in Portugal:

- 3 Provision of traditional toll collection services
- 2 Provision of electronic toll collection services (Multi-Lane Free Flow)
- 1 Provision of operation and maintenance services

SPAIN

1 concession
161km

O&M Company

52% stake in Elsamex, a Spanish group of companies with a special focus on the operation and maintenance of roads and motorways in Spain.

FRANCE

1 concession
54km

● Under construction

NETHERLANDS

Main service provider for nationwide GNSS-based Heavy Goods Vehicle Charge (HGVC)*.
*Together with Via Verde and Yunex, as per Nedlinq consortium

● Operation since 1st July



Operation & Maintenance



• **1346**

Asset Management – Bridges and Structures

• **3.321**

hectares of forest maintenance

• **100 Km**

Pavement Rehabilitation

• **32**

service areas

• **30.262**

Roadside assistance interventions



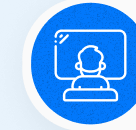
Current infrastructure's maintenance



Planned intervention, design, tender and works management



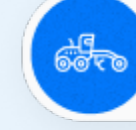
Users assistance / Patrolling 24h x 365 days



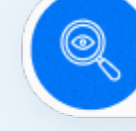
Traffic management 24h x 365 days



SustIMS management platform



Forest and winter maintenance



Asset inspections



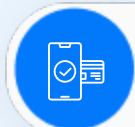
Road safety action plan



Toll Collection



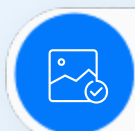
Free Flow toll operator
in Portugal



Transaction Trip Identification



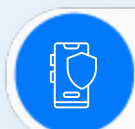
Traditional Toll Operation



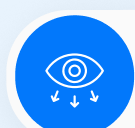
Manual Image Validation



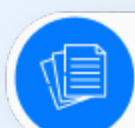
Issuance of Notifications



Mobile Enforcement



System Supervision 24/7



Issuance of Offence
Documentation (TA)

15.3 M

Image Review

2

Free-Flow toll highways

3

Traditional toll highways

44

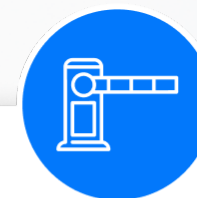
MLFF Toll points

38

Toll Plazas

203 M€

Toll transactions charged
(2025)





High Level Satisfaction (95%)

measured in the Call Center



Customer Service

Customer Centric Solutions

Different payment and interaction methods available through multiple interconnected channels

54
Customer Support team

15.3 M
photos (manual) reviewed

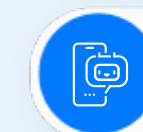
97.589
customer support calls answered

884.363
toll debt searches on Ascendi Portal

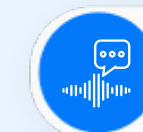
54.300
documents scanned and classified



Web Portal



Mobile App Chatbot



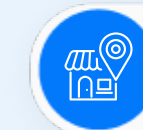
Voice



Email



Mail



Walk in Store

/ Self-service and real time information
/ Seamless navigation no matter the entry point (360° view of the customer through centralized CRM)
/ Online & Offline, blending digital experience with human assisted channels



Our Commitment to Safety, Road Safety & ESG

Three pillars support Ascendi's responsible operations: worker safety, road safety, and environmental stewardship.

Safety

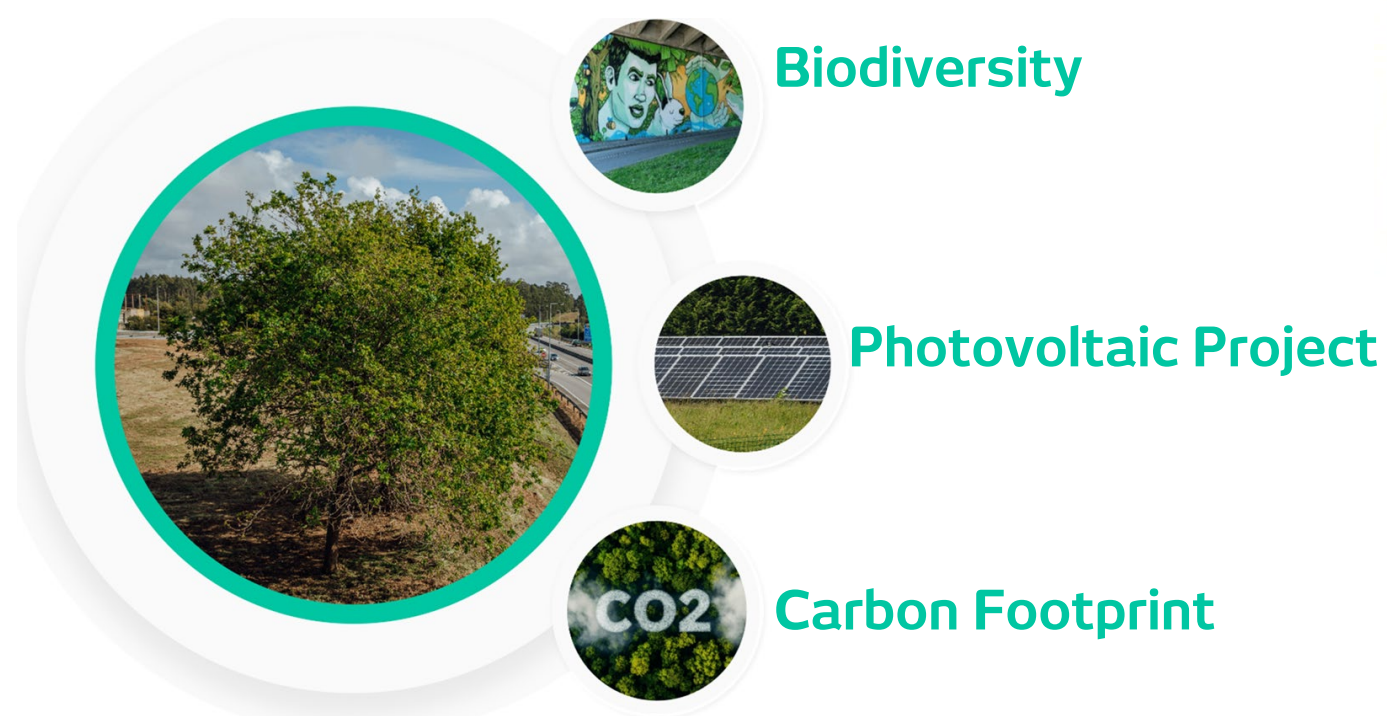
ISO 45001-certified, with prevention embedded in daily management. The School for Motorway Professionals delivers structured training, while TMA systems and a 2025 zero-tolerance campaign protect teams on site.

Road Safety

An integrated strategy combining long-term planning, infrastructure investment, and user awareness. The 2024–2027 Action Plan targets **10 key areas** with **79 measures** and **€14.5M** in planned investment.

ESG

ISO 14001-certified with a **GRESB score of 100/100** — ranked #1 globally. A decarbonization roadmap targets a **42% emissions reduction by 2030**, 100% renewable electricity, and biodiversity conservation.



ZERO TOLERÂNCIA **ZERO** ACIDENTES



Thank you