2025
ANNUAL CORPORATE REPORT

MESSAGE FROM THE CEO

Dear stakeholders,

As we continue to drive excellence across the Indiana Toll Road, we're navigating the industry's twists and turns with an enduring commitment to safety, stability, and smart investments for the future. I present our 2025 Annual Corporate Report on behalf of ITR Concession Company LLC (ITRCC) with pride in the care and collaboration shown by our employees and the sustained progress we're making, especially when it comes to our infrastructure and technological innovation.

In the following pages, we feature the Company's safety journey and infrastructure investments, as well as a close look at the projects and decisions that shaped ITRCC in 2025. Our highlights are the result of how our teams are rethinking longstanding practices and seeking out new efficiencies that advance operations and benefit drivers along the roadway. We are also continuing to showcase good stewardship of our environment and within local communities.

In 2025, we both started and completed PUSH 4.0, the fourth phase of our Pavement Upgrades for a Superior Highway initiative, with this latest project extending along the eastern corridor of Northern Indiana, up to the Ohio state line. This full-scale pavement rehabilitation covered 34 miles of roadway and more than 20 bridges while also integrating modern communications and technologies. Other recent modernization campaigns focused on access controls, roadway lighting systems, and stormwater management, with results improving operational and cost efficiencies.

These efforts again demonstrated ITRCC's industry leadership in scaling complex infrastructure solutions. Our teams worked closely with State and Federal agencies to reinforce safety, especially in work zones, and to simulate emergency situations. We also collaborated across the IFM Investors global portfolio with Aleatica in Mexico and with regional peers to share best practices.

Bridging our operational excellence and our employee focus, in 2025 we introduced an updated values framework to inspire a renewed understanding of Company values. The corresponding formation of the employee-driven C.A.R.E.S. Committee reflects a transparent and collaborative approach to internal event planning and community engagement.

New technology investments improved real-time internal communications during emergencies and other critical situations. They also upgraded ITRCC's recruitment, leading to greater efficiencies for the Human Resources (HR) team and a better experience for candidates. Other innovations advanced safety and operational excellence, including resiliency preparations and pilot programs testing a lower-cost transponder technology and automated hazard detection.

We supported our employees with dedicated efforts to create further opportunities for career growth following a 2025 restructuring. And the results of our first biannual Company Employee Engagement Survey were especially encouraging, revealing strong levels of engagement and safety as a consistent high point for the Company.

With cybersecurity such a central element of customer safety, it was prioritized in community outreach during the past year, including our cybersecurity lead joining faculty and students to empower the next generation at Indiana Tech. Other community efforts driven by ITRCC employees provided direct support to local students, veterans, and others in need through community health, food, and housing projects.

Environmentally, we continued our commitment to building a cleaner corridor through strategic investments in our infrastructure, the natural environment along the Toll Road, and the power of data to improve monitoring and to deliver new insights that advance our sustainability efforts.

Lastly, I'd like to return to where we started as I reflect on the momentum we are making across the Toll Road. The excellence seen this past year is the result of thoughtful, sustained investments that we continue to build upon and evolve with our eyes on the future.

Nic Barr
Chief Executive Officer

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295+ employees | 157 miles of roadway | 40M+ annual trips

Indiana Toll Road

Established in 2006, ITRCC is responsible for the construction, maintenance, repair, and operation of the 157-mile Indiana Toll Road. Headquartered in Elkhart, the Toll Road spans Northern Indiana, linking Chicago with the Eastern Seaboard. Designated as part of Interstate 80/90, the Toll Road serves as a vital transportation link in the Midwest.

Our Investors

ITRCC is owned by a group of world-leading pension funds and other like-minded investors with a focus on long-term and sustainable investment commitments, combined with strategies to deliver results that directly support millions of public employees, retirees, and their families.

SAFETY

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NEAR MISS REPORTING

1,503
near misses in 2025

35.2%
increase v. 2024

TRAINING & ENGAGEMENT

825+
internal safety trainings

1,050+
external safety trainings

33
dynamic message signs

Safety First Plan: Building a Safety Framework

Avoiding Roadway Injuries

ITRCC is in the process of expanding its Slips, Trips, and Falls campaign to raise awareness of the risks associated with working at roadway incident sites. This initiative includes developing a detailed Job Hazard Analysis (JHA) capturing best practices for field safety and slip prevention under varying environmental and operational conditions.

The Company's safety peer group also continues to engage in open dialogue to share insights and promote awareness around slip-prevention strategies and injury-reduction programs. These discussions inform ITRCC's continuous improvement efforts and ensure that field teams have access to the most effective tools and training available.

New Hire Safety

As part of an effort to support new employees and minimize the risk of early-stage incidents, ITRCC is strengthening mentorship and onboarding programs. These updates include instituting requirements for mentors to participate in biannual training sessions that serve as educational updates and forums for formal feedback.

Building on industry benchmarking and expert recommendations, the Company is also developing a Formalized Mentorship Program to better identify, train, and compensate mentors. This structured approach ensures consistent knowledge transfer, promotes a culture of accountability, and enhances the early engagement experience for new hires.

Improving PPE Compliance

A focused Personal Protective Equipment (PPE) Awareness campaign from ITRCC centers around compliance, especially hand safety during high-risk activities. This initiative highlights the importance of proper PPE usage and emphasizes safe hand placement when using equipment.

To expand this effort, ITRCC's Safety Committee is reviewing Company and industry trends and evaluating technological solutions to aid in further mitigating risks. The range of solutions could include the introduction of gloves specifically designed for toll collection to help reduce the likelihood of gate-related injuries and splinters.

A peer gap analysis is being conducted to compare PPE standards and best practices across the industry, ensuring ITRCC continues its leadership in safety compliance.

Investing in a Culture of Wellness

Recognizing that employee wellness remains fundamental to both safety performance and organizational culture, ITRCC is developing a new Employee Wellness Matrix to recommend actions based on employees' unique experiences. These could include providing formal counseling and the rapid deployment of trained support after traumatic events.

Additionally, the Company implemented a Safety Behavioral Program (SBP) in collaboration with third-party experts. The SBP focuses on observing individual behaviors, understanding consequences, and reinforcing positive safety actions, further embedding a proactive safety mindset within the workforce.

Prioritizing Employee Safety

To promote a secure and confident workplace, ITRCC is launching its Be Secure, Feel Secure, Stay Secure campaign to address both real and perceived threats by empowering employees to recognize, report, and respond to potential security issues.

Planned actions include:

- Partnering with security experts to review improvements since ITRCC's 2022 facility audit
- Establishing a formal audit schedule for facility security, including regular review meetings involving departmental management
- Updating policies to clearly define supervisory responsibilities and accountability for compliance
- Publishing a monthly Quick Facts bulletin to raise cyber awareness as a way to provide technical guidance and further advance workplace and personal security

Promoting Safer Driving Behaviors

As part of a continued focus on roadway safety, ITRCC is introducing a customer-facing campaign during Work Zone Awareness Week to highlight individuals behind the scenes. This initiative was designed to further humanize the Company's workforce and foster greater levels of public respect for work zone safety.

Comprehensive field-condition surveys are also being conducted at toll plazas to evaluate traffic patterns, speeds, and unique site characteristics requiring targeted interventions.

The Company is finalizing the deployment of driver-monitoring telematics across its fleet and supporting the Indiana Department of Transportation (INDOT) video speed-camera enforcement pilot as steps to strengthen driver accountability and long-term roadway safety.

Elevating Reporting Performance

In response to the findings of a recent audit, ITRCC is implementing several actions to ensure improvements in transparency, accountability, and employee engagement.

Key initiatives include:

- Launching You Asked, We Did as an internal communication campaign to demonstrate responsiveness to employee feedback
- Expanding peer-observation programs and reinforcing the use of Stop Work Authority to empower employees to act on safety concerns
- Refining safety-reporting dashboards to separate near miss submittals, elevating visibility and the development of deeper data-driven insights

Additionally, the Company's Change Management Policy is expanding to encompass operational changes beyond safety-specific matters. Updated forms include questions related to safety designed for comprehensive risk evaluation prior to any changes.

Realignments for Major Project Delivery

A comprehensive internal review of ITRCC's major project delivery program provided a full picture of current practices, benchmarked against industry peers. With a focus on identifying unique strengths, opportunities for improvement, and practical steps to remain aligned with shareholder expectations and regional commitments, the Company assessed procurement and contractor engagement, project safety, organizational alignment, project governance, and maintenance of traffic (MOT) as the areas most critical to project success.

Procurement and Engaging Contractors

ITRCC's progress to advance its assets over the past decade has relied on a core group of longstanding contractors with proven expertise, a strong regional presence, and deep knowledge of the Company's assets. While this model has consistently produced high-quality outcomes, drawing from a broader contractor base is expected to strengthen future delivery.

During 18 workshops held with regional contractors and consultants in 2025, a series of sessions reintroduced ITRCC's operations and leadership while also gathering new insight into contractor expectations, resource constraints, and opportunities to encourage higher levels of participation in bids. Feedback encouraged earlier engagement and longer lead times to allow for the necessary preparation behind competitive bids and greater certainty of resource allocation.

Contractors expressed strong support for ITRCC's rolling three-year letting list, now published online, which provides the visibility needed for advanced workforce, equipment, and financial planning. They also appreciated the Company's outreach program as a forum for open dialogue, while noting challenges such as limited availability of regional traffic control and pavement marking subcontractors. While non-road resources appear to be in a stable state, asphalt and bridge-related capacity continues to depend heavily on governmental funding plans and other regional construction projects. Contractors appreciated the importance of such transparency and engagement to be able to deliver projects more efficiently and cost-effectively in the future.

At the Forefront of Project Safety

With safety as the foremost priority in project delivery, reinforced by an internal culture that extends from field personnel up to the Executive team, ITRCC's internal review identified several measurable successes. Incident rates remain below national averages, and several peer agencies and regional contractors acknowledged that their own programs had been influenced by the Company's standards. These achievements demonstrate ITRCC's ability to inform broader industry practices, while also highlighting additional opportunities to strengthen communication and advance understanding of the practical applications of safety protocols.

Building on a strong foundation, ITRCC prioritized the Company's contractor safety policy as a framework for continued improvement, including mandating strict compliance with all applicable work zone and traffic management laws, expanded training to ensure personnel are well prepared before their mobilization, and strengthening incident reporting and lessons-learned processes. PPE adherence remains a baseline expectation, while contractors also will be encouraged to adopt new technologies and practices that further elevate site safety.

Restructuring the Infrastructure Team

As organizational alignment remains critical to the success of project delivery and contractor relationships, in 2025 ITRCC restructured the Company's Infrastructure team, with the civil engineering function managed through two geographic regions, each led by a dedicated engineer with responsibility for projects and contractor relationships. Inspectors support each region to ensure quality control and roll up to a single director to maintain accountability. Contractors noted how the reorganization quickly delivered results: improving communication, speeding up issue resolution, and establishing clearer lines of contractor accountability.

Project Governance

Establishing a Project Management Office (PMO) early in 2025, ITRCC made significant headway in strengthening governance across major projects. The PMO introduced more consistent processes, stage-gate reviews, and risk-tracking tools, leading to improved transparency and oversight. Initial results show stronger project controls, quicker escalations and issue resolution, and better alignment between the delivery teams and management needs.

Looking ahead, the PMO is working to more tightly align financial forecasting with project schedules to improve the predictability of capital spending over the lifetime of a project. The PMO also anticipates taking on a more proactive role in capturing lessons learned and ensuring that the insights from completed projects are systematized and applied to upcoming work. Governance reviews will also extend to cover contractor performance and compliance, providing ITRCC's Executive team with even clearer visibility into both delivery risks and market capacity.

Major Project Contracts

While safety standards remain the foundation for contractor engagement, alignment with contractual terms and conditions is also critical to protecting ITRCC's interests. Historically, Project-Specific Contracts have guided large, one-off projects with defined scope and deliverables, while Master Service Agreements (MSAs) establish standardized terms and allow for multiple task orders without a need to renegotiate core provisions.

To address inefficiencies highlighted by contractors in applying full project contracts to smaller assignments, ITRCC made progress through the broader use of MSAs to allow for streamlining procurement.

These changes accelerated the initiation of projects and reduced administrative burdens while preserving appropriate legal and financial protection.

ITRCC's review also reinforced the importance of strict adherence to Delegation of Authority protocols and formal documentation of contractual changes, both financial and operational. The Company's procure-to-pay framework further emphasized accurate invoicing, consistent documentation, and the link between safety-reporting transparency and payment release.

Maintenance of Traffic

ITRCC's lane-restriction policy underscores its role in minimizing traffic disruption and maintaining roadway safety. To improve contractor adherence to approved restrictions and to ensure lane restrictions remain only as long as necessary, the Company introduced new requirements. These included streamlined communication between contractors and traffic-control subcontractors, 24-hour monitoring of MOT zones, and clarified accountability with full responsibility carried by prime contractors, including lane-rental fees applied for instances of non-compliance. Faster removal of lane restrictions reduces inconvenience for drivers and improves operational efficiency.

Given the success from updates to work zone signage and traffic configurations, as well as seeing the benefits of nighttime work in reducing congestion and improving safety, ITRCC intends to integrate such practices into future projects. The formation of an internal lane-restriction committee to review MOT policies and practices, factoring in seasonal traffic, regional traffic patterns, and major decision-making processes brings additional expertise to these developments.

WEBSITE UPGRADES

10+
website enhancements

90%+
self-service on secure site

CUSTOMER FEEDBACK & COMMUNICATION

81%
overall customer satisfaction rating of the Toll Road

DRIVING EXCELLENCE

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PUSHING FORWARD WITH INFRASTRUCTURE

Since ITRCC completed the first phase of the Pavement Upgrade for a Superior Highway (PUSH) project in 2017, this multi-year investment in significant infrastructure upgrades along the Toll Road has contributed to vastly improved safety and efficiency. These efforts exemplify how investing in the future, with an extended time horizon for investments in sustainability, continues to yield long-term benefits when it comes to employee and driver safety, lower emission levels, and overall customer satisfaction.

PUSH 1.0 (April 2016 - November 2017)

Covering 73 miles of roadway between Elkhart and Lake Station, PUSH 1.0 broke ground in April 2016, incorporating significant roadway upgrades, the rehabilitation of bridges and other structures, and the installation of a new fiber optic system. More than 3,700 contractors and consultants were trained in ITRCC safety standards throughout the process, which involved extensive removal of damaged asphalt, a process known as milling. This was followed by cracking and seating to repurpose the underlying concrete and bolster the longevity of the repaving efforts, with more than 800,000 tons of asphalt poured. To maintain long-term infrastructural integrity, 53 bridges and other structures along the roadway were also rehabilitated, while fiber optic installations laid the foundation for advanced incident messaging, traffic flow monitoring, detection of wrong-way drivers, and higher speeds of connectivity across the region.

PUSH 2.0 (March 2019 - November 2019)

Focused on a critical 10-mile expanse of roadway extending from the Illinois state line to Gary, PUSH 2.0 featured a two-phase schedule to avoid roadway closures during the highly trafficked summer months en route to and from Chicago. Kicking off in March 2019 and completed within 10 months, before the Thanksgiving holiday travel period, PUSH 2.0 rehabilitated or replaced 16 bridges and other structures while also delivering substantial upgrades to the roadway. The overall improvements in safety and efficiency resulting from inlaid markings had the added advantages of reducing fuel consumption, the quantity of striping materials needed, delays from lane closures, and the risks of hazards commonly associated with more frequent roadwork and maintenance cycles.

PUSH 3.0 (March 2021 - November 2021)

Replicating the speed, quality, and timing of PUSH 2.0, PUSH 3.0 took place between March and November 2021, upgrading 30 miles of roadway and infrastructure from Elkhart to Howe. The stretch had not been remodeled in 25 years. Although none of the 16 bridges rehabilitated during the PUSH 3.0 project showed signs of structural damage, ITRCC patched substructures, painted beams, replaced bearings, and retrofitted fatigues. With the on-time completion of PUSH 3.0, again the Company saw how investing in proactive maintenance is critical for creating a better experience for drivers and ensuring exemplary safety standards.

PUSH 4.0 (March 2025 - November 2025)

In 2025, ITRCC started and completed its latest infrastructure improvements, as the PUSH 4.0 project upgraded 34 miles of dual-lane roadway between Howe and the Ohio state line, one of the most comprehensive efforts in its infrastructure portfolio to date.

With PUSH 4.0, the eastern corridor of the Toll Road underwent a full-scale pavement rehabilitation, aimed at addressing both surface and structural deteriorations while aligning the corridor with current engineering and operational standards. Crews carried out extensive pavement restorations, including full-depth rehabilitation strategies built on a foundation of crack and seat techniques followed by repaving with new asphalt. In addition to improving the roadway quality for drivers, it also significantly increased the pavement's structural capacity, extending its service life into the future.

Beyond the mainline, the scope of the PUSH 4.0 project expanded to include upgrades designed to address the needs of commuters and commercial vehicles alike. Reconstruction of the Angola exit interchange included a new pavement surface and branding, enhancing access and traffic flow at a major I-69 connection point.

Structural components along the corridor also received significant attention. Six bridge decks were widened and rehabilitated to support modern design loads and accommodate increased traffic volumes. More than 20 bridges received substructure patching and superstructure painting to address aging infrastructure and ward off future deterioration. The rehabilitation of a critical culvert also improved water management and resilience, especially during high weather events.

With respect to the increasing importance of technology in modern infrastructure, ITRCC also integrated several Intelligent Transportation System (ITS) upgrades into PUSH 4.0. The addition of new camera installations and dynamic message signs (DMS) provide real-time traffic monitoring and communication, supporting operational efficiency and emergency response practices. The project also improved the technology of existing systems at travel plazas to align them with the most current digital standards.

Other safety upgrades implemented through PUSH 4.0, such as modernized signage, enhanced guardrail systems, and updated pier protections, further reduce roadway risk.

Strengthening long-term roadway performance and safety, the successful completion of PUSH 4.0, like previous PUSH projects, demonstrates ITRCC's ability to scale complex infrastructure solutions across various geographies while maintaining a strict focus on safety, innovation, and durability. Each PUSH over the years has built upon earlier lessons, contributing to ITRCC's position as a trusted partner and industry leader in delivering performance-based solutions that meet the evolving needs of regional transportation and critical infrastructure. With the latest PUSH milestone, the Company has shown how the roadway of today is ready for the demands of tomorrow.

PEER NETWORKING

Ensuring Work Zones Are Safe Zones

Slower speeds save lives, especially in active work zones. In line with the PUSH 4.0 project and building on past safety initiatives together, ITRCC and INDOT collaborated on a new worksite speed-control pilot program along the Toll Road.

In September 2025, the Safe Zones Program rolled out across a mile-long stretch of roadway near Fremont. To reduce speeds and promote safety for employees and drivers alike, ITRCC integrated advanced speed-detection technology, including radar and LiDAR, to monitor speeds in work areas.

Vehicles detected to be traveling at high speeds (allowing a reasonable buffer above the posted speed limit) were automatically sent a violation to the address associated with the vehicle's license plate. Multiple warning signs were positioned at the entrance and exit to the work zone to ensure drivers were provided with adequate advance notice of the monitoring system.

"Safety is at the core of everything we do at ITRCC," said Rick Fedder, Chief Operating Officer (COO), ITRCC. "Working with INDOT on the Safe Zones Program, we enhanced safety in our work zones by thoughtfully integrating technology to better promote accountability."

The pilot program along the Toll Road was only one program among a broader INDOT-led effort to improve work zone safety across Indiana. First authorized by the Indiana General Assembly in 2023 through Indiana House Bill 1015 (the House Enrolled Act), which allowed for the use of automated speed enforcement at up to four work zones at any given time, earlier Safe Zone locations reported a notable positive impact. Monitored areas saw up to a 70% reduction in speeding violations.

INDIANA SAFE ZONES
Safe Speeds for Everyone

With the pilot launched alongside ITRCC's ongoing PUSH 4.0 project, work crews from both ITRCC and Rieth-Riley Construction Co., Inc. (Rieth-Riley), an asphalt provider and concrete paving company headquartered in Goshen, experienced firsthand the Safe Zones system improvements.

"Working in close proximity to roadway traffic every day, having this speed-enforcement technology in place added an exceptional layer of protection for our crew," said Bob Montel, Safety Director, Rieth-Riley. "This initiative was about more than just enforcing the law. It helped to ensure that our workers felt secure while doing their jobs."

Following the completion of the initial program, both INDOT and ITRCC are currently assessing its successes and potential for further expansion on work sites across Northern Indiana.

Safety Leadership on a Global Stage

Benefiting from a strong relationship shared across the IFM Investors global portfolio, in 2025 ITRCC demonstrated global industry leadership in collaboration with Aleatica.

As Aleatica pursues the construction of the Atizapán-Atlacomulco (ATAT) Highway as part of a new high-speed roadway to connect Mexico City with Guadalajara, ITRCC joined Aleatica, building on connections established during IFM's all-asset safety review in 2023, for an in-depth safety workshop and field review of the ATAT project. The new roadway is designed to significantly reduce travel time between two of Mexico's largest cities, and ITRCC Executives shared their operational experience.

During sessions focused on leadership, safety planning, hazard assessment, and contractor management, ITRCC representatives shared their expertise to advance a best-in-class safety culture in Mexico.

The joint engagement underscored ITRCC's reputation and responsiveness as a trusted partner and industry leader to facilitate high standards of safety beyond the Toll Road. By sharing proven frameworks and providing practical insight into supervision schemes, training programs, and data-driven compliance, ITRCC contributed directly to strengthening the systems and operations that inform Aleatica's ongoing ATAT project.

Through this most recent collaboration, ITRCC reaffirmed alignment around corporate values and Aleatica's commitment to likewise investing in responsible infrastructure. Beyond technical excellence, ATAT is structured to deliver significant community benefits, with social investments contributing to the construction of local schools, greenhouses, and wells for improved education, food, and water access. When it comes to safety and sustainability, these efforts further reinforce leadership in infrastructure management.

This ongoing partnership made possible through IFM's global portfolio marries the best of ITRCC and Aleatica, reflecting a joint vision for operations and project management that connects cities and their people through a culture that truly cares.

Diego de Lapuerta Montoya
COO, Aleatica

PEER NETWORKING

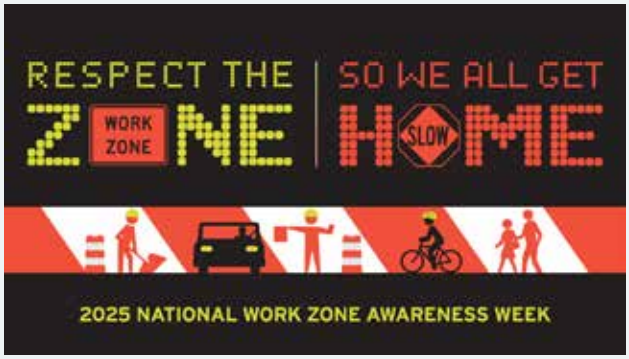
Resilience through Emergency Simulations

Recognizing that emergency situations could emerge at any time, in 2025 ITRCC entered into a large-scale business continuity planning exercise to simulate possible risk scenarios and solutions.

Conducted in partnership with regional authorities, including South Bend Wastewater Treatment, the St. Joseph County Emergency Management Agency, and multiple other municipal and emergency response agencies, the exercise followed a National Incident Management System (NIMS) command structure, with on-scene operations in South Bend and an incident command center at the ITRCC Administration Building in Elkhart.

Throughout the incident simulation, teams prioritized coordination, communication, and decision-making during a complex scenario to create opportunities for evaluating command structures, interagency collaboration, and real-time response protocols. The joint initiative enabled ITRCC to successfully validate notification procedures, traffic management readiness, and employee safety protocols while also strengthening important relationships with emergency responders and other regional partners.

Upon the initiative's conclusion, all organizations acknowledged that the outcomes included an enhanced understanding of cross-agency communication processes and a clearer distinction of departmental roles under the Incident Command System. Results also included improved integration between internal operations and external emergency partners, with insights gained from the exercise already informing future training and response plans.



National Work Zone Awareness Week

To celebrate National Work Zone Awareness Week in April 2025, ITRCC again partnered with INDOT Northwest, the Indiana State Police, and Rieth-Riley to promote work zone safety in Northern Indiana.

The initiative included widespread safety messages reinforcing the need for drivers to stay alert, slow down, and respect work zones. By highlighting safe behaviors on the roadway and discouraging distracted driving, the regional collaboration aimed not only to ensure the protection of roadway workers but also to create a better and safer experience for everyone traveling within construction areas. As the campaign reminded drivers: "Respect the zone, so we all get home."

7K+ views
during National Work Zone Awareness Week

Access for the Future

In a major upgrade to ITRCC's access control systems, the Company began to modernize more than 25 facilities by replacing traditional keys and locks in use for decades with more secure, better-monitored, state-of-the-art pass-card technology.

With the first phase of the rollout focused on toll plazas, the ongoing upgrades are intended to significantly enhance facility security, simplify management, and improve access and access controls while phasing out former lock-and-key security. The new system will provide real-time monitoring, detailed access records, and remote control of permissions, making it easier and more efficient to maintain a secure environment.

Following these updates, ITRCC has also donated its legacy keys to the Lions Cancer Control Fund of Indiana to be smelted and resold in bulk as part of the Lions Club's Keys for Cancer program. By melting down the metal core to help fund cancer research, ITRCC's key assets have been given a meaningful second life, in aid of community health.

Managing Stormwater

As stewards of Northern Indiana's natural resources, ITRCC commits to upholding the state's highest standards for water quality and abiding by the stormwater management standards set by the Municipal Separate Storm Sewer System (MS4) program.

Operating with a National Pollutant Discharge Elimination System (NPDES) permit, which regulates the discharge of pollutants at their source, the Company actively works to protect Lake Michigan, the Kankakee River, the Menominee River, and other critical watersheds. ITRCC's stormwater management system is designed to prevent pollutants, whether the result of traffic, oil spills, or environmental incidents, from reaching local waterways. Regular inspections monitor for signs of discharge, and testing ensures that roadway operations have minimal consequences for the surrounding environment.

Taking a protective approach helps ITRCC maintain the cleanest water possible while complying with Indiana Department of Environmental Management (IDEM) regulations.

Beyond monitoring and maintaining stormwater structures, the Company educates employees, contractors, and drivers about the importance of local water quality. From social media to travel plaza signage to DMS communications, varied external communication tools contribute to raising awareness of stormwater management and best practices for staying informed, vigilant, and engaged to keep waterways clean.

Illuminating Upgrades

Continuous investment in the lighting systems along the Toll Road has proven critical to keeping the roadway and plazas safe and welcoming for employees and drivers alike.

Following a thorough evaluation of lighting infrastructure in 2024, ITRCC's Building Maintenance team identified the areas most in need of further maintenance or outright replacement, including underground wiring and high-mast foundations.

In 2025, the first three high-priority sites received dedicated attention as their underground wiring systems neared the end of their service life. As compliance standards required frequent maintenance, ITRCC opted instead to replace the systems to reduce downtime and extend the long-term reliability of critical lighting assets.

Looking ahead, continued evaluations of corridor-wide lighting adequacy factor into ITRCC's multi-year modernization plan. These efforts directly support the 2030 Strategic Outlook, which specifies roadway and plaza safety as a top priority. As a result of the Company's targeted infrastructure upgrades, lighting systems along the Toll Road will remain more resilient, reliable, and capable of meeting all safety needs.

Customer Satisfaction Along the Entire Journey

Since first launching an E-ZPass Customer Survey in 2022, ITRCC has valued input from drivers to guide Company improvements across operations, technology, and customer care. The direct feedback mechanism has served as a vital tool for listening to, and understanding, the experiences that matter most to those who travel along the roadway, whether involving roadway conditions, tolling processes, service interactions, or anything else. But over time, industry best practices have continued to evolve.

To better align with the direction of peers in the transportation industry and focus on the most critical aspects of the Toll Road experience, including roadway quality, customer experience at the gates, and travel plaza services, in 2025 ITRCC restructured its survey. The update established a new baseline to guide ongoing efforts to drive customer satisfaction and ensure consistent measurement across key Company touchpoints.

After establishing the new survey framework, ITRCC has seen notable advances in customer satisfaction when it comes to the call center, travel plazas, and overall roadway conditions. To date, more than 42,000 E-ZPass account holders have shared input, helping shape the improvements that benefit every part of the customer journey.

As of December 2025, ITRCC achieved a 12-month rolling average Net Promoter Score (NPS) of 11, vastly outperforming the industry average of 4, along with an overall satisfaction score of 80%. These achievements reaffirm the Company's continued priorities.

By investing in opportunities to listen, analyze, and act on feedback, ITRCC continues to build a sense of trust and connection with travelers, supporting a broader culture of transparency, responsiveness, and service excellence across the entire Toll Road.

Reconfiguring the Customer Experience

ITRCC has implemented a new lane configuration at the Portage Toll Plaza to enhance traffic efficiency and the driver experience. Under the updated design, E-ZPass customers are directed to the center lanes, while cash and credit customers are guided to the outer lanes.

This reconfiguration aims to reduce congestion leading up to the toll barriers by separating electronic tolling from manual payment methods. In grouping similar transaction types, the Company is minimizing lane changes and delays, which helps to ensure vehicles move more smoothly through the plaza.

The adjustment reflects ITRCC's ongoing commitment to improving roadway operations and delivering a more convenient experience for all travelers. The Company will continue monitoring traffic patterns to ensure the new configuration maintains efficient, reliable travel across the tolling network. The next reconfiguration will begin at Eastpoint Toll Plaza, near the Ohio state line.

From Fence to Corridor

Mowing along the mainline was a routine practice for Toll Road maintenance. The Company's approach to the grassy areas covered by right-of-way fencing to prevent trespassing and maintain safety has in recent years been reassessed due to employee recommendations, leading to more strategic and sustainable roadside management.

After an employee innovation initiative originating from ITRCC's Leadership Academy inspired a growth-management pilot, ITRCC moved toward a substantial reduction in mowing from full fence-to-fence coverage to instead only cover two well-maintained paths along either side of the roadway. Additionally, ramp mowing transitioned to sightline-only mowing, with a more focused strategy targeting growth in the interest of safety and visibility near curves, signs, and intersections. These changes have resulted in measurable environmental, operational, and safety benefits.

The initial application of a plant growth regulator succeeded at slowing the speed at which the grass grew, which led to valuable insights on how different species responded. Building on these learnings, ITRCC is testing ways of limiting weed pressure while promoting native species that support the health of regional ecosystems.

Evolving everyday land-management practices along the Toll Road have already allowed the natural environment to do more of the work that required manual labor. In previously mowed areas, native prairie grasses and wildflowers have returned, drawing pollinators and birds while their deep root systems hold the soil and slopes in place and improve drainage, especially during periods of heavy rainfall. New vegetation slows and filters stormwater before it reaches the ditches built to collect and convey runoff.

A lighter maintenance footprint not only requires fewer mower passes and less fuel, but also contributes to longer life expectancies and lower costs with heavy machinery and other mechanical equipment. Drivers report added benefits from a roadway that appears cleaner and more natural, while remaining neatly trimmed at critical junctures. With roadway crews also spending less time exposed to live traffic, these operational changes continue to deliver a resounding win for overall safety.

Innovation in Asset Management

For more than two decades, VUEWorks has provided businesses around the world with leading asset-management solutions. At VUE 2025, the annual VUEWorks User Experience conference held in November in Orlando, Florida, ITRCC won the 2025 Excellence in Innovation Award.

Recognizing the most creative and innovative approaches to developing solutions to business challenges, this year's award celebrated ITRCC's management of 811 utility locate requests, referring to the nationwide Dig Safe program of calling 811 to locate underground utility lines as a preventative measure in excavation safety and damage prevention.

In addition to accepting the VUEWorks Excellence in Innovation Award in Orlando, the Infrastructure Asset Management team delivered a presentation on ITRCC's 811 process. The Company's solution leverages hierarchically organized work orders, automated workflows, field applications, and integrated business intelligence dashboards to assign locate requests to Building Maintenance and Environmental Health and Safety field technicians in a manner that enables them to safely and efficiently investigate and inform internal and external stakeholders.

As well as being awarded for the Company's utility locate process, ITRCC was also recognized by VUEWorks for other innovations in near miss reporting, budget tracking, and the usage of dashboards as a means of helping employees track and optimize their work.

EMPLOYEES

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HIGHLIGHTS

950+
Learning Management System (LMS) trainings

98%
overall employee completion rate

23
promotions

77%
of categories stayed steady or improved (2025 v. 2023)

+14
Employee Net Promoter Score (eNPS) (in line with U.S. average)

5%
increase in perception of teamwork and collaboration

7 out of 10
highest-rated survey results tied to safety outcomes

FROM C.R.E.S.T. TO C.A.R.E.S.

Over the past decade, ITRCC highlighted the Company's core values through a framework known as C.R.E.S.T., reinforcing Customer Service, Respect, Excellence, Stewardship, and Teamwork. While these principles remain important across the organization, employees increasingly recognized how the technological and workflow changes in recent years could benefit from a refreshed lens on current priorities.

To reengage and reenergize Company culture and to inspire a shared understanding of corporate values tied into everyday actions and decisions, in 2025 ITRCC introduced C.A.R.E.S. (representing Community, Actions, Reliability, Excellence, and Safety) as a new guiding rubric informed by feedback solicited and integrated from current employees.

Through a series of internal focus groups, ITRCC gauged how deeply different values resonated across various teams. This feedback shaped not only the foundation of a new framework but also the formation of the C.A.R.E.S. Committee whose composition reflects the inputs and interests of nearly every department.

Instilled with a spirit of transparency and collaboration, C.A.R.E.S. Committee members are now set up to serve as communication liaisons across the organization. Each member was carefully selected with insight from the Executive team following the completion of the Wonderlic Contemporary Cognitive Ability Test (Wonderlic) to assess problem-solving as a measure of potential for team collaboration and leadership.

Since its founding, the C.A.R.E.S. Committee has made a significant difference:

- **10+** community events hosted and supported
- **15+** employee engagement events
- **$30K+** donated across seven Indiana counties

These initiatives include volunteerism and other projects with the Boys & Girls Clubs of the Northern Indiana Corridor, the Food Bank of Northern Indiana, the Food Bank of Northwest Indiana, the South Bend Medical Foundation, and other organizations.

From food drives to blood drives and other ongoing campaigns, ITRCC employees work to ensure that the Company values reflected in C.A.R.E.S. are lived out through stewardship.

In addition to coordinating community engagements, the C.A.R.E.S. Committee takes the lead on internal and external business and leadership initiatives. Ongoing collaborations with tolling agencies in neighboring states help strengthen the industry. Quarterly roadshows highlight recent achievements and celebrate employees who embody the C.A.R.E.S. principles in their everyday actions. Also, with C.A.R.E.S. Week held twice annually, activities bring employees together, forge new connections, and reinforce the culture of working at ITRCC in fun and meaningful ways.

By clearly defining and living out core values, the Company helps encourage thoughtful, representative decision-making while keeping employees and communities connected. In short, ITRCC thrives when its employees don't just work together, but care together.

C.A.R.E.S

CELEBRATING VALUES

Twice each year, C.A.R.E.S. Week celebrates and reaffirms the Company's values. In 2025, successful events took place in May and September, with employees participating in various activities to promote creativity, wellness, and continuous learning.

A blood drive, healthy snack bars, one-on-one financial advising sessions, and other programming received enthusiastic responses. To reward participation, employees earned raffle entries based on each of the activities they completed. The live raffle further brought employees together for a moment of anticipation, with gift cards and household items awarded to the winners. The energy on display conveyed the levels of employee engagement and the strength of company culture.

Community

Emphasizing collaboration, trust, and shared values that foster a sense of belonging and connection while working towards common goals and making a positive impact.

Actions

Taking proactive steps and demonstrating adaptability in decision making and behavior to achieve goals and drive long-term success.

Reliability

Being dependable, accountable, and trustworthy. Consistently delivering quality results and supporting the team to build trust with employees, customers, and the community.

Excellence

Committing to growth and improvement. Striving to achieve new learnings from overcoming challenges, and consistently delivering quality results.

Safety

Prioritizing the wellbeing of employees, customers, and stakeholders by following protocols to proactively identify and mitigate risks. Creating a secure environment that ensures physical and mental safety for all.

One Toll Road to Another

As leading U.S. toll road operators, ITRCC and the Ohio Turnpike and Infrastructure Commission (the Ohio Turnpike) regularly share best practices and engage in industry collaborations. In July 2025, C.A.R.E.S. Committee members traveled from Elkhart to the Ohio Turnpike's administration offices in Berea, Ohio, southwest of Cleveland, to further strengthen the relationship.

The on-site engagement enabled ITRCC employees across Communications, Environmental Health and Safety, Information Technology (IT), Sustainability, and Toll Operations teams to gain new insights into alternative approaches to managing safety, maintenance, and operational excellence from another regional toll-road leader.

"Ongoing visits like these broaden our view of best practices and support our continued focus on Safety, Employee Culture, and Customer Service," said Alyssa Staley, Chief People and Customer Officer, ITRCC.

Participants shared lessons from their respective experiences, discussed the evolving role of technology in roadway management, and explored opportunities for continued cooperation and knowledge exchange across departments and organizations.

In terms of sustainability, the dialogue highlighted ITRCC's leadership in environmental management and climate initiatives. Representatives shared expertise about the Company's MS4 compliance program, emphasizing proactive strategies for monitoring water quality and implementing best management practices along the Toll Road. They also discussed investments in renewable energy, including on-site solar generation and future storage plans, as part of an ongoing commitment to sensible environmental and economic decision-making.

In addition to underscoring safety, sustainability, and operational resilience as priorities shared by both agencies, the collaboration further reinforced the value of cross-agency engagement among transportation leaders.

By establishing and investing in strong relationships with regional and global partners, ITRCC continues to foster a culture of innovation, learning from industry colleagues to benefit employees and the public alike.

Tech Upgrades for Recruiting

Two recent embraces of modern technologies improved not only ITRCC's recruiting process but also the overall experience for candidates. These new assessment and scheduling tools helped streamline operations and overcome previous challenges.

By integrating a computer-enabled version of the longstanding Wonderlic cognitive assessment into the regular hiring process, ITRCC imbued its talent acquisition with deeper understandings of applicants' strengths and motivations. This update aimed to reduce turnover and contribute to longer-term employment successes.

With more than 350 ITRCC applicants completing the Wonderlic assessment in 2025, recruiters reported appreciation for having access to new individualized insights as well as broader trend data to inform hiring decisions and job placements.

A new cloud-based scheduling tool with advanced automation capabilities likewise improved hiring processes. By modernizing and simplifying interview scheduling, the streamlined self-service platform eliminates tedious logistical tasks and administrative back-and-forth, with greater speed and flexibility for applicants and hiring teams alike.

Each of these technology upgrades represents small but significant steps forward in optimizing ITRCC's approach to recruitment, driving new efficiencies and improving the candidate experience in support of maintaining a motivated and enduring workforce. At the same time, these improvements complement broader efforts to strengthen internal talent development and workforce readiness.

Building on this focus, the Company advanced a cross-training initiative that allowed employees to gain hands-on experience in diverse areas of the business while simultaneously strengthening ITRCC's internal talent pool. By supporting team members in exploring new roles and expanding their skill sets, the Company reinforced its commitment to professional growth, skill development, and internal mobility.

The cross-training program proved to be a win-win: employees broadened their expertise and career opportunities, and the Company benefited from a more agile, knowledgeable, and adaptable workforce better prepared to meet evolving business needs.

Setting Examples for Professional Development

To better serve ITRCC employees, members of the HR team took initiative in 2025 to build upon their knowledge of labor and employment law through formal professional development programs. These employees set an example, with Ivy League certifications.

The Data Analytics and Quality Manager completed Cornell University's certification program in 2025 with a focus on labor relations. Over a period of three months, he enrolled in five separate courses designed for both management and union representatives to strengthen his foundational knowledge in collective bargaining, labor negotiations, the principles of costing, managing grievances, and arbitration. The program as a whole focused on collective bargaining and contract administration as the two central aspects of labor relations. With negotiations anticipated in 2026, he valued the comprehensive insight.

Other members of the HR department enrolled in an employee law certification program, also through Cornell University. Committed to fostering the professional development of ITRCC employees in their roles on the HR team, they gained additional expertise in the nuances of employment laws and regulations while learning a more structured framework for analyzing common and potential workplace legal issues.

"Through this program, I appreciated deepening my understanding of how to implement employment practices and policies most effectively to promote an ethical workplace," said one participant. "This experience will also enable me to apply my new knowledge to support better decision-making and organizational excellence through people management."

Critical Notifications with Modern Messaging

The implementation of a new messaging platform designed to assist organizations in managing operational risk helps to ensure ITRCC employees receive timely and relevant information. These immediate updates will prove especially important during critical situations, such as a tornado warning or high-speed police pursuit in the area, either of which would require additional safety precautions.

After automatically enrolling employees who use company-provided mobile phones and providing an opt-in option for personal devices, the Company saw internal awareness increase thanks to real-time notifications around inclement weather, safety alerts, and other urgent updates. With attention to the accuracy and timeliness of such messages, the HR team works closely with the Traffic Management Center (TMC) to relay localized information. The cross-team collaboration helps employees stay up-to-date and make safe and proactive decisions.

When it comes to updates about general Company announcements and operational developments, the new platform also keeps teams across locations informed and aligned. Employees have expressed appreciation for receiving emergency information and practical guidance directly to their devices. Future improvements may include integrating additional real-time data sources and refining the alert processes to continue to advance employee safety, operational efficiency, and situational awareness.

Surveying Employee Opinion

Whereas in previous years, ITRCC conducted and reported its Company Employee Engagement Survey annually, 2025 marked the first time the Company conducted the survey to assess a two-year period. This change was driven by allowing a more appropriate timeline to develop employee initiatives and meaningfully analyze their success.

Consistent with recent trends, ITRCC achieved 68% employee engagement in 2025, on par with the most recent 2023 results and an increase from 60% employee engagement in 2021 and 2022. Overall engagement remained positive. Although the Company saw some variability compared with past years, positivity stayed high when compared with the previous year's survey (2023) and with the U.S. average. The highest score at 75% (+2% v. 2023 and +10% v. 2022) saw employees agreeing with the statement: "This organization inspires me to do my best work every day."

Safety consistently scored high, with several top-scoring questions related to safety. Employees overwhelmingly reported understanding ITRCC's safety mission, goals, and action plan as supported by the Safety First Plan (93%). They also indicated that ITRCC provides the proper PPE required for their jobs (92%) and that they are familiar with proper procedures in the event of an injury (88%).

Other safety questions also received positive responses, including a belief in employees' teams displaying a strong culture of workplace safety (86%), the Company providing proper resources to create and maintain a safe working environment (83%), and a belief that the overall safety program is moving in the right direction (80%).

In terms of overall values, 82% of respondents perceived the Company to be a socially and environmentally responsible organization, and a spirit of collaboration came across clearly, with 81% believing coworkers work together to achieve goals.

ITRCC also saw huge gains in employee perception of career opportunities, with 73% reporting knowing of available career opportunities, 64% saying their future career opportunities at the Company "look good," and 60% seeing excellent career opportunities for strongly performing employees.

Overall, the highest levels of engagement by tenure were found among employees with more than 10 years of experience at ITRCC, with 81% of respondents reporting being highly or moderately engaged. Employees with less than one year of experience also showed high levels of engagement, with 76% being either highly or moderately engaged.

These levels of engagement show promise for the Company. Following a CEO-led debrief and roadshow allowing for full transparency and responsibility, small-group workshops dug deeper to allow teams to better understand insights from employee feedback. The formation of detailed departmental action plans, and a commitment to quarterly check-ins to keep track of progress, will focus on enabling success, learning and development, supervision, and communication for the future.

BIGGEST ENGAGEMENT INCREASES (2025 v. 2023)

- **+40%**: Roadway Supervision
- **+24%**: Traffic Management Center
- **+18%**: Toll Maintenance
- **+11%**: Toll Operations

Building Talent Across Teams

As a result of ITRCC undergoing a strategic departmental restructuring in 2025, many employees were presented with opportunities to expand their skill sets and explore new career paths within the organization. Hoping to foster professional growth and increased versatility, the resulting initiative encouraged employees to branch out in new directions.

A member of the Toll Collection team brought deep operational expertise to benefit the Quality Assurance (QA) team, which led to greater accuracy and efficiency in everyday QA processes. Staff who moved from back-office support applied their knowledge to streamline complex workflows and strengthen the Technical Services department's capabilities. Other employees transitioned into the Cybersecurity division, embracing new challenges to protect the Company's digital assets. One customer experience lead drew from years on the front line to focus instead on improving business-to-business operations. And highlighting the scale of impact, another employee gained experience with Project Management in coordinating cross-functional initiatives to drive company-wide results.

While restructuring initiatives often lead to new changes and challenges for employees, ITRCC's approach in 2025 enabled significant employee growth by providing hands-on experience in diverse areas of the business while also expanding the overall internal talent pool. By supporting employees as they explored new roles, the Company reinforced its commitment to growth, skill development, and internal mobility.

Ultimately, ITRCC's 2025 cross-training program proved to be advantageous: employees broadened their career opportunities and deepened their expertise, while the Company gained an even more adaptable, agile, and knowledgeable workforce better prepared to meet and manage evolving business and customer needs.

Working Toward Wellbeing

Over the years, ITRCC has continuously invested in building a culture of wellness to promote a healthy, productive workforce, support retention objectives, and create an environment where employees can thrive. This approach to employee wellbeing is reinforced by healthcare and other benefit offerings, with the HR team regularly reviewing and benchmarking policies, procedures, and benefits.

In 2025, 96% of eligible employees participated in at least one Health Savings Account (HSA) activity, reflecting sustained interest in the Company's health-based incentive offerings. This is the result of efforts with various regional vendors who specialize in mental, emotional, physical, and financial wellbeing. Some examples include cooking demonstrations focused on healthy options, financial planning with licensed financial advisors, retirement workshops, parenting courses, and tips to handle stress and maintain work-life balance.

ITRCC also partnered with AllOne Health for the Company's Employee Assistance Program to provide employees with 24/7 access to licensed therapists and administrators who can assist with employee needs and set up confidential counseling sessions. Employees also have the opportunity to take advantage of paid parental leave, retirement programs, pet benefits, telehealth reimbursements, and other supportive benefits.

NEW BENEFITS FOR 2026

Flexible Benefits Program: Originally implemented in 2025, ITRCC's Flexible Benefits Program will double the annual reimbursement eligibility from $300 to $600, including expanded offerings to support wellness, professional development, family needs, and work-life balance.

Holiday Savings Plan: ITRCC introduced a new Holiday Savings Plan to enable better planning for seasonal expenses and events.

Paid Time Off (PTO) Program: A new PTO policy will consolidate existing sick leave, vacation, and floating holidays into a single program to simplify and streamline time-off management, through which employees can elect at year end to cash out or exchange up to 40 hours of unused personal time for contributions to a 401(k) retirement savings plan, HSA, or another retirement plan.

Digital Wellness (including Identity Theft and Fraud Protection): Recognizing the increased challenges employees face from identity theft and fraud, ITRCC has expanded its digital wellness offerings to include a protection service that includes insurance, online privacy and security tools, credit monitoring, and reimbursement for stolen funds, in line with the Company's attention to cybersecurity.

Kimberly-Clark
BLOCK IT
HOUSE WRAP
www.kimberly-clarkbuildingmaterials.com
HONOR BUILD
2025
Habitat for Humanity

COMMUNITY

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ORGANIZATIONS SUPPORTED BY ITRCC

American Legion
Applied Mesothelioma Research Center
Bike Elkhart
Blood Cancer United Research Center
Boys & Girls Club of Gary
Camp Millhouse
Camp Tecumseh
Centerville Little League
Drive Clean Indiana
Dune Volleyball Club
Eagle Scout Projects
Elkhart Community Schools
Food Bank of Northern Indiana
Food Bank of Northwest Indiana
GLSA Salmon Derby
Habitat for Humanity
Indiana Lions Foundation
Indiana University South Bend
Lakeland School Corporation
New Prairie High School Goal Kickers
New Prairie United School Sports
Pax Center
Penn High School Soccer
Place To Be Me, Children's Dispensary Programs
Resonant Vibe
River Forest Community School Corporation
Shriners
St. Jude Children's Research Hospital
St. Margaret's House
Toys for Tots
Triple Creek Youth Baseball Club
Turning Point of Steuben County
Unity Gardens
Warriors Oath VMC
Youth Services Bureau

$30K+
in donations

750+
hours volunteered

CYBER AWARENESS IN ACTION

With the annual observance of October as Cybersecurity Awareness Month, ITRCC embarked on a public campaign to promote a year-round message focusing on password safety: Be Secure. Stay Secure. Community outreach events hosted in collaboration with several regional organizations provided in-person guidance on regularly updating passwords to maintain the safety of personal and professional data, and encouraged other best practices to advance cybersecurity education and support online security.

Joined by guest speaker Dr. Shadi Jawhar, Associate Professor of Cybersecurity, Indiana Tech, and members of the ITRCC Communications and IT teams, community sessions took place at Indiana University South Bend, the Portage Commons senior enrichment center, Silver Birch assisted living center in Mishawaka, and elsewhere in Northern Indiana.

CYBERSECURITY WITH COLLABORATION AND CONNECTION

At a private event held at Indiana Tech with the Cybersecurity Center in the Talwar College of Engineering and Computer Sciences, ITRCC's Head of Cybersecurity engaged more than 30 undergraduate and graduate students in a robust discussion of real-world applications within critical infrastructure and transportation.

In addition to highlighting ITRCC's approach to building a robust cybersecurity program designed to safeguard operational technology and a range of data, he fielded insightful questions raised to better understand emergent threats, risk management, and the evolving role of cybersecurity in the digital transformation of roadway systems.

INDIANA TECH

A formal presentation and meetings with the Dean of the College and the Director of the Cybersecurity Center further strengthened the ties between ITRCC and the Indiana Tech academic community. ITRCC's Head of Cybersecurity also connected individually with students, including a representative of the well-regarded Indiana Tech Cyber Competition Team to provide career insights and encouragement and to leave the door open to future opportunities.

"The field of cybersecurity is constantly evolving and requires thoughtful investment in community outreach and workforce development," said Georgi Banchev, Head of Cybersecurity, ITRCC. "The future of the country's critical infrastructure relies on the next generation of cybersecurity professionals being prepared to confront the challenges ahead, and I'm excited to see ITRCC doing our part to advance this expertise throughout the region."

2025 PARTNERSHIPS

INDIANA UNIVERSITY SOUTH BEND

the YMCA

SILVER BIRCH

PORTAGE COMMONS

Supporting Students, Strengthening Community

Ahead of the 2025-2026 school year, ITRCC organized a series of Pack-a-Backpack community events to support more than 500 local students throughout Lake County and St. Joseph County. The initiative provided free backpacks filled with school supplies to ensure that the recipients were equipped with the resources for a strong start.

Working in collaboration with community organizations, including the Boys & Girls Clubs of Greater Northwest Indiana, which operates nine regional locations, and the OneRoof Southeast Neighborhood Center in South Bend, ITRCC approached the community partnerships as an opportunity to offer young people vital assistance to aid their studies.

During the first week of August, events held in Gary and South Bend resulted in families with children between the ages of 5 and 18 receiving fully packed backpacks, while parents and caregivers were also invited to learn about and register for afterschool care. Bringing multiple resources and services together created support and connections.

An Honor Build for Veterans

In May 2025, nearly 20 ITRCC employees arrived at the Riverwalk subdivision in Lake Station to join forces with Habitat for Humanity of Northwest Indiana, volunteering their time and skills as part of a dedicated Honor Build construction project to aid veterans.

With the Habitat team, ITRCC's volunteers contributed to building safe, affordable housing for veterans, completing tasks such as installing siding and framing posts.

"Service doesn't end when you leave the military," said Andrew Stull, who served in the U.S. Army before working with ITRCC. "Volunteering with my team to help build homes for veterans in our local communities is another way I can give back with ITRCC."

Giving Blood to Support Community Health

Continuing a longstanding partnership with the South Bend Medical Foundation, ITRCC hosted multiple blood drives at the Company's Elkhart Administration Building in 2025.

Inspiring employee engagement and contributing to the medical needs across the region, the collaboration first launched in 2009 under the leadership of Rick Fedder, COO, ITRCC. Since then, the blood drives have become a valued tradition representative of the Company's internal culture of service and giving.

With an impact that is both measurable and meaningful, the blood-drive program has led to a total of more than 350 units of blood collected, with the potential to help save more than 1,000 lives. These donations in turn flow to hospitals across Northern Indiana, where a stable blood supply underpins everyday care and emergency response, with ITRCC proud to be a dependable contributor to community health.

I've donated blood since high school as a direct way to help others. Years ago, my mother needed several units during a medical emergency, and last year I did too, a reminder of how vital donations are. You never know when you or someone you love might be in need, which is why I'm proud of ITRCC's renewed commitment to regular blood drives to support our communities.

Joyce Ciesielski
Quality Assurance Manager, ITRCC

Assembling for Safety

With the debut of the ITRCC Safety Symposium in October 2025, event organizers brought together employees, contractors, and vendors with a unified program designed to strengthen collaboration, promote innovation, and build meaningful partnerships.

Throughout the event, participants engaged in formal presentations and open discourse centered around emerging safety technologies, environmental compliance, and ITRCC's approach to continuously improving safety management across the Toll Road.

A session on networking generated particularly strong levels of engagement, and several vendors, many of whom had no previous experience working with ITRCC, expressed enthusiasm about the opportunities for potential collaboration in the future after securing a deeper understanding of the Company's procurement process.

Concluding with a lively "Hour of Power" discussion between a panel of guest speakers and the symposium's participants, the session reinforced the importance of a culture of safety built on partnership and transparency. The energy in the room suggested enthusiasm for future engagements, including vendors immediately pursuing ITRCC connections, and the dialogue fostered an even stronger network grounded in safety.

Cultivating Community in the Gardens of South Bend

Tending a prominent community garden in South Bend and more than 40 satellite plots throughout the city, the nonprofit Unity Gardens offers access to fresh food for all, while also providing educational programs on nutrition, sustainability, and fostering social connections across all ages and neighborhoods through locally grown produce.

In July 2025, a team of ITRCC employees at the main Unity Gardens location on LaSalle Square joined other volunteers to revitalize garden spaces and common areas. Working together they cleared weeds, trimmed back overgrowth, laid fresh mulch, and restored a disused patio area to create a more welcoming environment for everyday visitors and those who rely on the gardens as a source of free and healthy food.

On a mission extending beyond food access alone, Unity Gardens offers extensive educational support and programming on gardening, sustainability, and nutrition. With gardens featuring varied fruits and vegetables and serving as a home for goats, rabbits, and bees, their community spaces create vibrant, hands-on learning environments. Feeling nurtured afterwards, ITRCC's volunteers also reported stronger bonds as a team.

An Effort to Offset Hunger

As stewards responding to the needs of the region's communities, in 2025 ITRCC partnered with the Northern Indiana Food Bank to host a mobile donation drive.

Organized by the C.A.R.E.S. Committee as a volunteer community outreach initiative, the event succeeded in providing groceries for more than 250 local households in need.

With more than 20 employees dedicating time to collect and distribute food, their commitment ensured families received nutritious groceries and a helping hand.

"This event was a wonderful opportunity for our team to give back and support those in need," said Courtney Royer, Corporate Strategy Manager and a C.A.R.E.S. Committee representative. "Working alongside the Northern Indiana Food Bank allowed us to reach more households and have greater impact."

TECHNOLOGY & INNOVATION

100+
business systems
in operation

In March 2025, ITRCC began to assess the feasibility, technology, and operational impacts of undertaking an Open Road Tolling (ORT) Lite project to transition the Toll Road away from traditional toll gates and toward a barrier-free system. Drivers have provided feedback for years encouraging ITRCC to move toward this free-flow tolling model managed through automated and electronic collection systems. As part of this analysis, the Company will gain clarity into the process of implementing license plate readers in select lanes and improving the collection rate for unpaid tolls.

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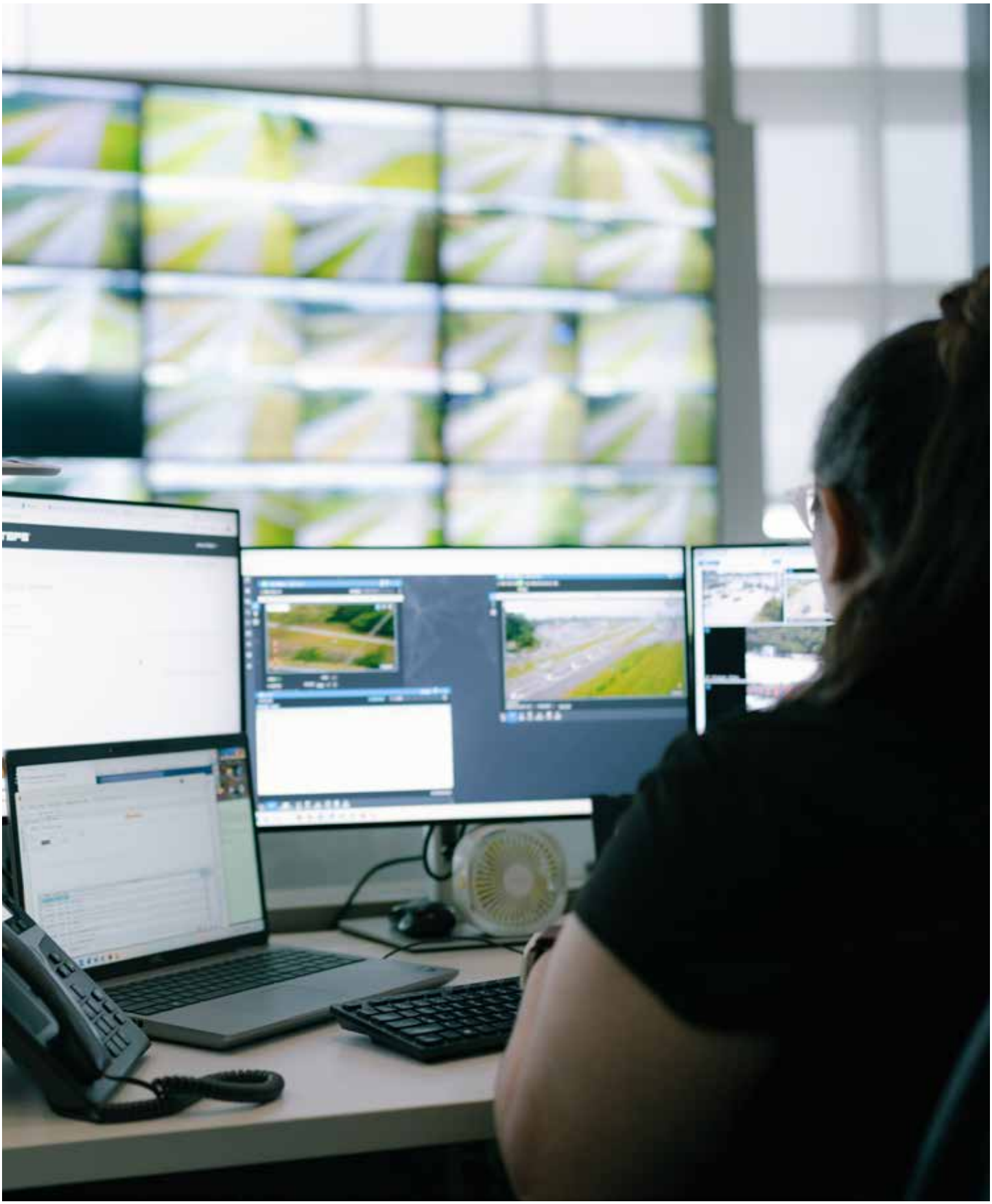


Setting Standards: A Digital Portfolio to Protect

Responsible for more than 6,000 digital assets, ITRCC's digital systems have become a valuable resource to provide employees and drivers alike with improved roadway experiences. Supported by more than 50 vendors, suppliers, and service providers and spanning more than 100 applications used to operate the Toll Road, the Company's collection of digital assets provides an expansive footprint of day-to-day operations and a history rich with organizational insight. But, as with any opportunity, these digital systems also face risks and threat actors.

In recent years, the Company has significantly increased digital asset maturity in its portfolio through expanded security monitoring systems that provide protection while monitoring and alerting ITRCC teams about any anomalies identified across applications. Anomalies may include repeated login attempts, illogical or impossible location changes, and other automatically identified instances that could represent a breach by internal or external actors. Alerts immediately reach on-call teams, including Security Operations, to investigate and triage.

Managing System Vulnerabilities

All technological systems have vulnerabilities, and software providers regularly track and fix bugs. The U.S. Cybersecurity and Infrastructure Security Agency (CISA) publishes thousands of common vulnerabilities and exposures (CVEs), which are scored in terms of risk from 1 to 10. A score of 7.5 or higher is considered "high risk" and requires immediate action. ITRCC's IT team closely monitors the latest CVEs published by CISA as well as by vendors, suppliers, and service providers, then actively tests and patches Company systems to minimize the risk of harm from these common vulnerabilities.

While the number of CVEs identified by CISA has grown more than five times over the past decade, CVEs only represent a portion of known vulnerabilities. Although there is no official tally, CVEs are believed to account for 15-25% of those that exist in business systems.

With the number and significance of vulnerabilities increasing as the barriers to software creation continue to decrease, ITRCC relies on multiple intelligence sources to rapidly identify, test, and resolve all critical vulnerabilities, expediting any that are found to have already been exploited.

Maintaining Compliance Standards

To keep up with dynamic technologies, the Company also leverages proven standards and frameworks to establish benchmarks, confirm compliance, and introduce proven best practices.

For instance, as a Level 1 merchant in payment card processing, ITRCC adheres to the Payment Card Industry Data Security Standard (PCI-DSS), which ensures proper encryption to enhance the security of customers' credit card data.

The Company also conducted a voluntary National Institute of Standards and Technology (NIST) Cybersecurity Audit in recent years:

- to identify possible risks and ensure they are understood by the business
- to protect the organization through specific cybersecurity safeguards
- to detect and analyze possible attacks and compromises
- to respond to issues and take actions that mitigate risk
- to recover any assets affected by a cybersecurity incident

In 2025, ITRCC completed year two of a three-year remediation process focused on improving cybersecurity hygiene and implementing best practices to limit data access and privileges across systems, to properly handle data securely, and to maintain a rigorous risk management program designed to address the growing number of IT threats.

Over the past two years, the Company has made significant investments to improve cybersecurity maturity through a dedicated cybersecurity program including full-time staff as well as a range of consultants and contractors. This has contributed to expanded cybersecurity monitoring and increased adherence to industry practices and overall standards to protect the Company's customer data and business systems, leading to safer, more secure travels along the Toll Road.

Because Minutes Matter

ITRCC is constantly analyzing its physical and digital threats. As part of the annual testing of its resiliency, ITRCC hosted a cross-functional business continuity planning event in August 2025 in collaboration with the FBI at the Company's Administration Building in Elkhart.

During the program, developed based on information from intelligence feeds, including those from CISA, ITRCC teams from across the business participated in tabletop exercises, which included in-person participation from an FBI cybersecurity specialist.

By simulating various escalations and responses, with FBI guidance, ITRCC team members from all departments gained increased familiarity with steps for maintaining business continuity in case of disruptions, especially recognizing the need for urgency, as every minute matters when it comes to protecting the Company's digital assets.

Piloting Hazard Detection with AI

As artificial intelligence (AI) has contributed to exponential advances in technological solutions, in 2025 ITRCC initiated a pilot program to test the effectiveness of AI-enabled cameras for anomaly detection across the Toll Road to improve safety and the customer experience.

Although the TMC regularly monitors real-time traffic and overall traffic patterns, AI-enabled cameras add another layer of support to monitor designated detection zones and immediately alert the ITRCC team to possible instances of wrong-way drivers as well as slow-moving or stopped vehicles to rapidly prioritize further investigation and enact a safe solution.

While efficacy and any unintended consequences of the piloted technology will be carefully assessed, given the promise of this program to detect hazards with the assistance of AI, the Company anticipates greater scale, efficiency, and safety unlocked by semi-automated systems.

Testing How a Lower-Cost Technology Sticks

In 2025 a selection of ITRCC's fleet and employee vehicles added a new sticker to their dashboard. Part of a lower-cost technology pilot program, each sticker, roughly the size of a driver's license, adheres to a new electronic transponder embedded securely in place.

At a cost of $1 and without any reliance on disposable batteries, the sticker transponder technology decreases the environmental waste associated with transponders while also further improving the effectiveness of automated systems along the Toll Road.

After testing this technology to verify accuracy, update business rules, and determine the most efficient future deployments, ITRCC will take inventory of the success of the pilot in early 2026. The ideal timing and process for wider adoption will be evaluated, and a more extensive rollout will be developed to help decrease transponder costs for drivers.

SUSTAINABILITY & ENERGY

Building a Cleaner Corridor

Given the widespread growth in usage of electric vehicles (EVs) over the preceding decade, in 2025 ITRCC built out from the first phase of a multi-year EV Infrastructure project to improve fleet and roadway efficiencies and keep pace with industry trends. These efforts are a crucial part of an ongoing process to decrease the Company's total carbon footprint by 50% by 2030.

The completion of Phase I in August 2025 resulted in a report establishing a long-term groundwork based on foundational analysis, including needs assessments, infrastructure site assessments, and the identification of functional requirements, EV availability, and recommendations. With two models of SUV and one pick-up truck selected for purchase, each vehicle was chosen to test performance across different use cases. An analytics dashboard will further monitor and report performance metrics.

With an internal roadmap approved by the Executive team and shared with key stakeholders, the advent of Phase II in September 2025 marked a shift from planning to practice. Focusing on charging infrastructure, with more than 40 Level 2 EV chargers to be installed at recommended sites along the Toll Road corridor, this latest stage prioritizes design, implementation, and operational testing.

Targeting a completion date of January 2027, the goal is to fully integrate EVs into business-as-usual operations. The launch of an EV driving pilot program involves participation from Building Maintenance, Environmental Health and Safety, Roadway, Toll Maintenance, and Toll Operations teams to evaluate real-world use cases, including monitoring performance in winter conditions and maintaining operational excellence, and to equip drivers with the skills and knowledge needed.

Alongside the vehicle pilots, the Company continues to invest in infrastructure buildouts to position ITRCC for future success. With engineering studies and site preparation underway, employees are participating in comprehensive training programs to ensure they are fully equipped with the knowledge and skills needed to operate and maintain new technologies as safely and effectively as possible. Safety remains a critical priority in implementing the EV infrastructure project and assessing its success for the future, with particular attention on winter reliability, roadside support, and emergency protocols.

Far more than a matter of electrifying Company vehicles, moving into Phase II of the project represents a sustained investment in energy security, operational preparedness, and overall resiliency as well as economic efficiency. EVs typically require less frequent maintenance, no oil changes, and lower wear on brakes due to regenerative braking, with additional cost reductions around fuel expenses.

By modernizing the fleet and its supporting infrastructure with a measured approach grounded in data and analysis, ITRCC will be better positioned to deliver reliable service with evolving energy systems. As the Company modernizes its fleet, its teams remain committed to maintaining the same high level of reliability, responsiveness, and safety across the roadway.

19 locations
identified for EV infrastructure buildouts

43 new charging stations
to power next generation of fleet operations

SUSTAINABILITY & ENERGY

From Turf to Transformation

Toll plazas along the 157 miles of the Toll Road have historically incorporated conventional turfgrass into their original environmental designs. An early turf-to-prairie pilot undertaken in 2022 (known as Michoacán 1.0 in reference to the winter home of the monarch butterfly) transformed 37 acres of turf located at the Michigan City and Middlebury toll plazas into a wild prairie habitat that resulted in reduced maintenance demands and labor costs while also delivering ecological and community benefits.

In 2025, ITRCC applied a similar spirit of environmental innovation to Michoacán 2.0, expanding upon the earlier initiative to cover an additional 18.3 acres of Company land across the Mishawaka, Elkhart, and South Bend Notre Dame Toll Plazas. The cloverleaf sections and plaza surroundings have traditionally required frequent mowing; however, by establishing low-profile, low-maintenance vegetation instead, the Company planted the seeds to reduce fuel and equipment use and lower operational costs. The changes also strengthened soil health and water drainage and benefited the region's pollinators.

Investing in more resilient roadside landscapes not only enhances ITRCC's efficiencies, but also contributes new natural habitats for many animal species. As hardy, native plantings take root, a host of bees, butterflies, and birdlife find food and shelter in areas that previously offered little sustenance. The community benefits from these improved landscapes include a more resilient environment, better soil health, and a more sustainable contribution to the long-term beauty found along the Toll Road.

ITRCC remains committed to enhancing its environmental footprint across Northern Indiana, embracing practices that benefit drivers, the surrounding community, and the flora and fauna at home in the region, through an ongoing dedication to responsible land stewardship.

Stantec is proud to collaborate with ITRCC in transforming green spaces along the Indiana Toll Road into thriving habitats. By converting grassy areas in need of frequent mowing into native prairies, this ongoing initiative creates essential ecological corridors for wildlife, including monarch butterflies, other pollinators, and many species of birds.

Jonathan Kingston
Project Manager of Project Michoacán and Senior Associate, Stantec (Certified Ecological Restoration Practitioner and Senior Restoration Ecologist)

Advanced Insights Through Data Reporting

With a new sustainability data management platform up and running in 2025, ITRCC marked a significant step toward embracing technological advancements to modernize internal tracking, analysis, and reporting across a wide range of environmental data.

As energy usage and emissions data were previously reported on an annual basis, the updated data reporting system instead enables monthly reports. These more regular insights provide close to real-time visibility into critical measures that influence costs, efficiencies, and sustainability. They also empower the appropriate ITRCC teams to respond rapidly to evolving trends and identify opportunities for the future.

Within the new platform, ITRCC has integrated a centralized sustainability dashboard that consolidates key performance indicators (KPIs) across all operational sites. The dashboard allows the Environmental, Social, and Governance (ESG) and Executive teams to better visualize progress toward the Company's sustainability goals, track resource efficiency, and assess the impacts of initiatives with greater accuracy.

The integration of Sustainable Finance Disclosure Regulation (SFDR) disclosures and the GRESB questionnaire further streamlines reporting. This built-in functionality has the added benefit of simplifying data collection, improving audit readiness, and ensuring consistency across multiple reporting frameworks. By automating workflows and enhancing transparency, the new platform further reduces administrative demands and costs while strengthening the integrity of the Company's environmental reporting.

These data reporting improvements create a unified, data-driven foundation that advances our long-term climate goals and reflects our commitment to operational excellence and accountability.

Ningxi Deng
Corporate Sustainability Lead, ITRCC

SUSTAINABILITY & ENERGY

Fine-Tuning HVAC Performance

While the momentum behind automated tolling systems in recent years has led to a better roadway experience for drivers, until 2025 unstaffed toll plazas remained set up on the same legacy Heating, Ventilation, and Air Conditioning (HVAC) systems, leading to avoidable heating and cooling costs.

The completion of a Toll Road-wide HVAC optimization project further boosted the Company's operational efficiency by aligning heating, cooling, and ventilation operations more closely with actual facility usage. The initiative resulted in improved energy performance levels while also protecting equipment from unnecessary use and overuse.

The installations of programmable thermostats across targeted sites were followed by the pairing of standardized temperature set points to balance efficiency and reliability. These adjustments were set to ensure that ITRCC's HVAC systems continue to operate only as needed to maintain building integrity and to support long-term asset health.

Fine-tuning Company systems continues to result in reduced operating costs, lower energy consumption, and extended lifespans for critical infrastructure components while also demonstrating a thoughtful approach to sustainability across everyday operations.

Verifying Emissions with Integrity

While ITRCC has long measured and reported greenhouse gas (GHG) emissions with respect to policy requirements and industry best practices, for the first time the Company pursued independent third-party verification through SCS Global Services. Working with a globally recognized leader in environmental certification and verification further advanced the transparency and credibility of ongoing sustainability reporting.

Conducted in accordance with the GHG Protocol and ISO 14064-3 standards (two rigorous international frameworks for ensuring the accuracy and completeness of carbon accounting), the verification process involved a detailed review of ITRCC's emissions data management systems, calculation methodologies, and reporting procedures for both direct (Scope 1) and indirect (Scope 2) emissions.

Achieving this milestone of independent verification reaffirms the Company's proactive approach to sustainability, with a strategy firmly grounded in measurable and credible data, transparent reporting, and third-party assurance. The results contribute to deeper trust with stakeholders and a strong position as an infrastructure industry leader driving toward a low-carbon future by minimizing the costs and consequences of emissions.

Setting an Array of Expectations

The strength of the sun continues to power operations along the Toll Road. Since the installation of solar arrays as part of Project Soleil in 2023, the 14 energy-collection systems in 2025 generated a combined excess of 2 million kilowatt-hours of clean electricity. With 100% uptime, solar power proved again to be a reliable, efficient, and highly cost-effective cornerstone in ITRCC's long-term energy strategy.

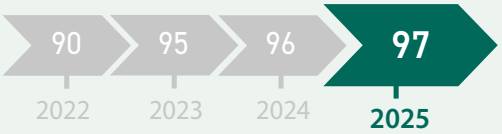
Informed by results from multiple years of solar energy collection, the Company initiated new feasibility studies to assess additional solar opportunities throughout its operations and to evaluate the first integration of battery energy storage systems (BESS). Improved storage will further enable solar energy to be captured during peak production and used later, allowing for greater energy resilience, reduced reliance on the utility grid, and an ability to provide backup power during outages and periods of high demand.

Embracing a measured, forward-looking approach toward energy investments and operational management is paying off in reliability and long-term efficiency. With additional solar developments anticipated for 2026, the benefits of renewable energy will only expand from pairing energy generation with energy storage.

Annual GRESB Scoring

ITRCC has participated in the annual GRESB Infrastructure Asset Assessment since 2022, using the independent benchmark to measure and validate ESG performance compared with peers worldwide. Results each year have reflected steady improvement.

In 2025, ITRCC achieved a score of 97 out of 100, up from the Company's 2024 score of 96 and year-over-year progress since first joining the benchmark. Such steady increases highlight the impact of sustained investments in data quality, governance systems, and operational initiatives that set the stage for further advances.



ANNUAL EQUIVALENTS

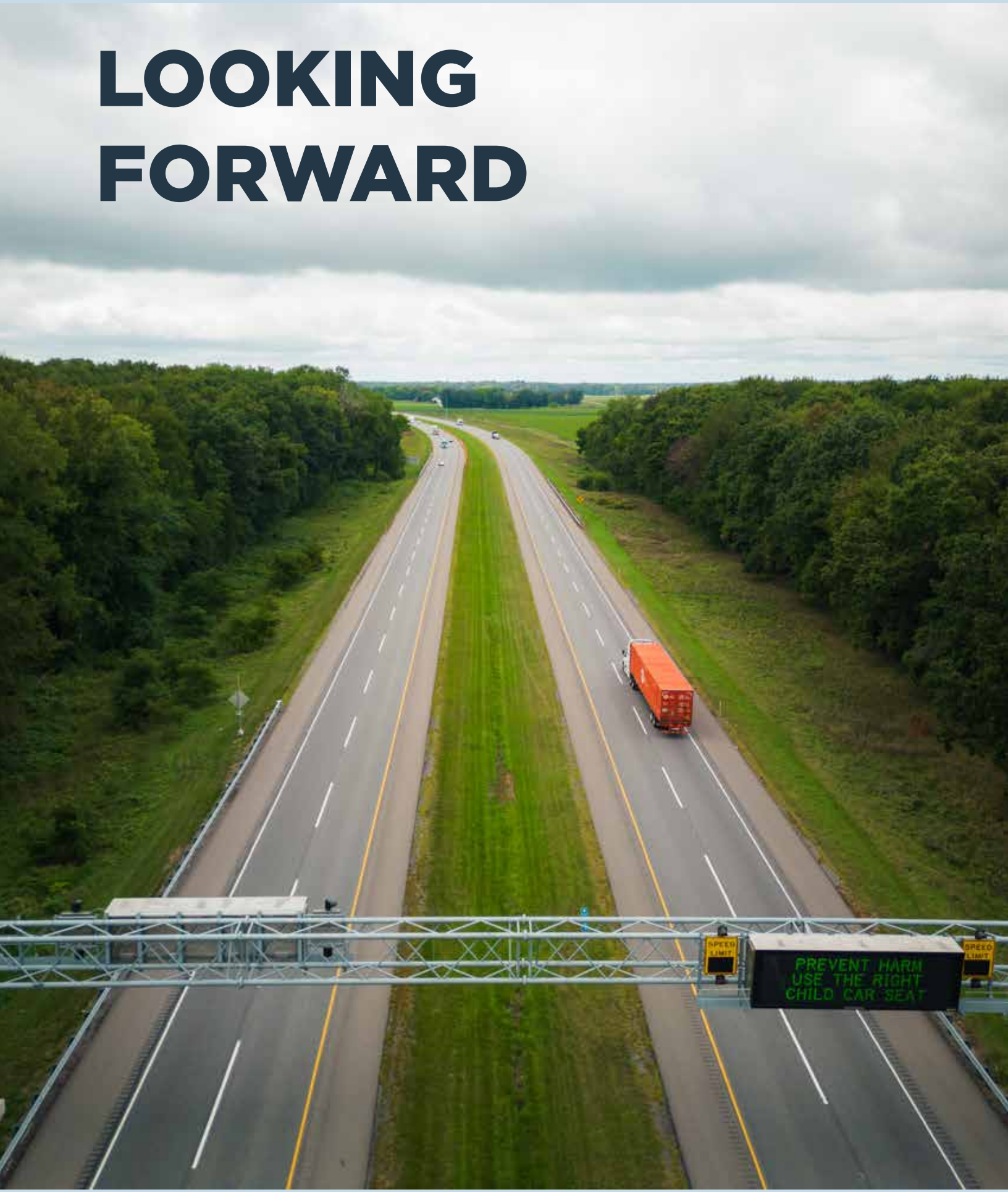
100%
uptime

260+
homes powered

310+
passenger vehicles taken off the road

1.6M
pounds of coal not used

LOOKING FORWARD



SAFETY

Safety continues to guide the decisions ITRCC makes, both on and off the Toll Road, with a culture focused on strengthening awareness of safety, empowering employees and drivers to act responsibly, and creating an environment where accountability is expected, not imposed. With advances in new technologies, the availability of data and predictive insights further helps with understanding patterns of risk and identifying new opportunities to decrease the possibility of incidents or injuries. By centering safety in Company operations, employees, contractors, and first responders contribute to better outcomes, not through compliance alone, but with their shared commitment to protecting one another and the communities the Toll Road connects.

DRIVING EXCELLENCE

Excellence across the Toll Road means pushing forward with investments that deliver long-term value through safety initiatives and roadway upgrades. Not only do these efforts directly contribute to better customer experiences and more efficient, cost-effective, and sustainable practices, but also they further establish ITRCC at the forefront of the industry. Building upon successful award-winning initiatives and promising pilot programs, the Company remains committed to upholding high standards, setting an example for others, and serving as a trusted partner.

TECHNOLOGY & INNOVATION

By embracing innovation throughout the Company's investments in technology and in its overall approach to operations, ITRCC creates opportunities to leverage new efficiencies and impact. Advances in AI and machine learning will further lead to the creation of more integrated data models across the business, with significant contributions to improved customer and employee experiences. With the continued rollout of full or partial automation of certain processes along the Toll Road, including better hazard detection and more rapid incident detection and response, drivers report safer journeys, fewer delays, and faster travel times on the roadway.

GLOBAL REPORTING INITIATIVE (GRI)

This section reports the Global Reporting Initiative (GRI) Content Index information relating to ITR Concession Company LLC. Within this Index, information and content reported in the Annual Corporate Report 2025 are linked to GRI disclosure standards based on the nature of the topic reported; this Index does not represent an audit of the information reported or an indication of adherence of data and/or information reported to the GRI standard.

GRI Content Index

Statement of use	• ITR Concession Company LLC has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	• GRI 1: Foundation 2021

GRI Standard	Disclosure	Topic in ITRCC Annual Corporate Report
GRI 2: General Disclosures 2021	2-1 Organizational details	• Indiana Toll Road and investor overview (Indiana Toll Road, p. 4)
	2-5 External assurance	• Independent third-party verification of Scope 1 and Scope 2 GHG emissions (Verifying Emissions with Integrity, p. 47)
	2-6 Activities, value chain, and other business relationships	• Indiana Toll Road and investor overview (Indiana Toll Road, p. 4)
	2-7 Employees	• Workforce size (Indiana Toll Road, p. 4)
	2-13 Delegation of responsibility for managing impacts	• Delegation of operational responsibility through PMO and management structures (Realignments for Major Project Delivery, pp. 9-10)
	2-16 Communication of critical concerns	• Incident reporting and escalation through safety programs (Safety First Plan: Building a Safety Framework, pp. 7–8) • Emergency and safety notifications to employees (Critical Notifications with Modern Messaging, p. 27)
	2-22 Statement on sustainable development strategy	• Executive sustainability statement (Message from the CEO, p. 1)
	2-23 Policy commitments	• Commitment to employee and roadway safety (Safety First Plan: Building a Safety Framework, pp. 7–8) • Commitment to environmental stewardship (Building a Cleaner Corridor, p. 44)
	2-24 Embedding policy commitments	• Integration of safety commitments through training and operations (Safety First Plan: Building a Safety Framework, pp. 7–8) • Embedding sustainability through infrastructure and energy investments (Building a Cleaner Corridor, p. 44)
	2-26 Mechanisms for seeking advice and raising concerns	• Safety reporting and Stop Work Authority (Safety First Plan: Building a Safety Framework, pp. 7-8) • Employee engagement surveys (Surveying Employee Opinion, p. 28)
	2-29 Approach to stakeholder engagement	• Contractor engagement in project delivery (Realignments for Major Project Delivery, pp. 9-10) • Employee engagement through surveys and C.A.R.E.S. Committee (From C.R.E.S.T. to C.A.R.E.S., pp. 23–24) • Cybersecurity education and digital safety outreach (Cyber Awareness in Action, p. 33) • Student support via Pack-a-Backpack events (Supporting Students, Strengthening Community, p. 35) • Veteran housing support through employee volunteering (An Honor Build for Veterans, p. 35) • Food security and hunger relief partnerships (An Effort to Offset Hunger, p. 38)

GRI Standard	Disclosure	Topic in ITRCC Annual Corporate Report
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	• Strategic roadside vegetation management reduces disturbance and supports native habitat regeneration (From Fence to Corridor, p. 20) • Native prairie restoration and pollinator habitat enhancement through roadside land management (From Turf to Transformation, p. 45)
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	• Fleet electrification and EV charging infrastructure phased implementation (Building a Cleaner Corridor, p. 44) • Solar generation and evaluation of battery energy storage systems (Setting an Array of Expectations, p. 48)
	102-4 GHG emissions reduction targets and progress	• Emissions performance tracking and benchmarking through GRESB participation (Annual GRESB Scoring, p. 48)
	102-5 Scope 1 GHG emissions	• Third-party verified Scope 1 GHG emissions (Verifying Emissions with Integrity, p. 47)
	102-6 Scope 2 GHG emissions	• Third-party verified Scope 2 GHG emissions (Verifying Emissions with Integrity, p. 47)
GRI 103: Energy 2025	103-1 Energy policies and commitments	• Electrification infrastructure buildout to modernize fleet operations (Building a Cleaner Corridor, p. 44) • Operational energy efficiency improvements through Toll Road-wide HVAC optimization (Fine-Tuning HVAC Performance, p. 47) • Renewable energy as a cornerstone of long-term energy strategy (Setting an Array of Expectations, p. 48)
	103-2 Energy consumption and self-generation within the organization	• Self-generated solar electricity production (Setting an Array of Expectations, p. 48)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	• Multi-year infrastructure investments via PUSH program (PUSHing Forward with Infrastructure, pp. 13-14)
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	• Stormwater management under MS4 and NPDES permits (Managing Stormwater, p. 18)
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	• Material reuse through donation and recycling of decommissioned assets (Access for the Future, p. 18) • Reduction of electronic waste through transition to sticker-based toll transponders (Testing How a Lower-Cost Technology Sticks, p. 43)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	• Company-wide safety framework and continuous improvement approach (Safety First Plan: Building a Safety Framework, pp. 7–8)
	403-2 Hazard identification, risk assessment, and incident investigation	• Job Hazard Analysis and field safety risk controls (Safety First Plan: Building a Safety Framework, pp. 7–8) • Near miss reporting and Stop Work Authority (Safety First Plan: Building a Safety Framework, pp. 7–8)
	403-4 Worker participation, consultation, and communication on occupational health and safety	• Safety Committee-led PPE campaign improvements (Safety First Plan: Building a Safety Framework, pp. 7–8) • Peer dialogue, observation, Stop Work Authority emphasis (Safety First Plan: Building a Safety Framework, pp. 7–8)
	403-5 Worker training on occupational health and safety	• Internal and external safety training volumes (Safety highlights, p. 6) • Mentorship and onboarding safety strengthening (Safety First Plan: Building a Safety Framework, pp. 7–8)
	403-6 Promotion of worker health	• Employee wellness and support resources (Working Toward Wellbeing, p. 29)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	• Contractor safety requirements and compliance expectations (Realignments for Major Project Delivery, pp. 9-10) • Contractor safety controls through lane-restriction governance (Realignments for Major Project Delivery, pp. 9-10) • Work zone safety collaboration and enforcement approach (Ensuring Work Zones Are Safe Zones, p. 15)

GRI Standard	Disclosure	Topic in ITRCC Annual Corporate Report
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	• Learning platform engagement (LMS trainings highlight, p. 22) • Professional development in HR certifications (Setting Examples for Professional Development, p. 27) • Cross-training and internal mobility after restructuring (Building Talent Across Teams, p. 29)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	• Cybersecurity education and workforce outreach (Cyber Awareness in Action, p. 33) • Student readiness and educational support (Supporting Students, Strengthening Community, p. 35) • Veteran housing support through volunteer construction (An Honor Build for Veterans, p. 35) • Community health engagement through recurring blood drives (Giving Blood to Support Community Health, p. 36) • Safety collaboration with employees, contractors, and vendors (Assembling for Safety, p. 36) • Food access and urban agriculture partnerships (Cultivating Community in the Gardens of South Bend, p. 37) • Hunger relief through employee-led food distribution (An Effort to Offset Hunger, p. 38)
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	• Infrastructure rehabilitation improving roadway performance and safety (PUSHing Forward with Infrastructure, pp. 13–14) • Work zone speed enforcement pilot and safer worksite operations (Ensuring Work Zones Are Safe Zones, p. 15) • Emergency preparedness exercises improving response readiness (Resilience through Emergency Simulations, p. 17) • Customer feedback program measuring experience and safety-related service performance (Customer Satisfaction Along the Entire Journey, p. 19)

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2025 Annual Corporate Report
Published January 2026
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