



ALEATICA

Smart & Sustainable Infrastructure



SUSTAINABILITY
ANNUAL
REPORT
2023

Executive Summary

Investing Today in
**TOMORROW'S
MOBILITY**



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Letter from our CEO

I am delighted to present ALEATICA's 2023 sustainability report. This report brings to life our continued efforts to prioritize sustainability and illustrates our role as a responsible player in the transportation infrastructure landscape.

This year, we are showcasing **how our company is investing not only to meet today's mobility needs, but to anticipate those that will arise in the future.** By adopting technological solutions and focusing on critical resources, we reaffirm our commitment to invest in the wellbeing of the communities where we operate. We seek to ensure that every step we take is in harmony with our environmental and social responsibility goals.

At ALEATICA, we recognize that meeting the mobility needs of tomorrow requires collaboration with multiple partners, across both the public and private sectors, and includes communities and civil society organizations as well. As a company operating across multiple countries in Latin America and Europe, we strive not only to comply with all local requirements but also to transmit best practices across jurisdictions.

Our company aims to create long-term value, foster innovation, build resilience, and leave a lasting, positive impact.

This report highlights ALEATICA's progress in making this vision a reality. Our efforts are focused on five core pillars: **Safety First, Passion for our Team, Excellence in Service, Social and Environmental Sustainability, and Transparency and Corporate Governance.**

We are already taking action in these pillars.

For instance, aligned with our Social and Environmental Sustainability pillar, 55 percent of our energy use in 2023 came from certified renewable sources such as solar and wind power. We invested over 14 million euros in social programs [in Europe and the Americas], benefiting over 30 thousand people in the communities where we operate. We continue to enhance our employees' qualifications in anti-corruption measures and cybersecurity.

Aligned with our Transparency and Corporate Governance pillar, we drafted our "Risk Appetite" statement in 2023 and revised our risk management protocols to align our operations with our overarching vision.

It is a great source of pride that our long-term efforts are being recognized in different markets. One example is our innovative Safety Squad, a communications tool that has enabled us to provide safety training material to our operating employees since 2020. The Safety Squad tool was honored this year by the Mexican Association of Communicators with its AMCO award. It was named the most creative program for disseminating information about safety at work.

As we continue moving forward, we will innovate further and adapt to changing conditions. In doing so, we will not only address current challenges, but also anticipate future needs. Our goal, in short, is to continue to lead by example within our sector.

Sincerely,

DAVID DÍAZ
CHIEF EXECUTIVE
OFFICER, ALEATICA S.A.U.





ALEATICA, a multinational company backed by Australian investors, is a pure transportation infrastructure operator active in Europe and Latin America.

We specialize in designing and operating highways and other transportation assets that meet our customers' needs, while improving the quality of life for our employees and the communities where we operate.

Who we are and what we do



ALEATICA's scale and focus make it an agile and dependable partner for communities in need of safe, sustainable, and growth-driving smart mobility solutions.

We develop technological projects for sustainable mobility and form alliances with various organizations, inclusive of those with an environmental focus.



The value we create

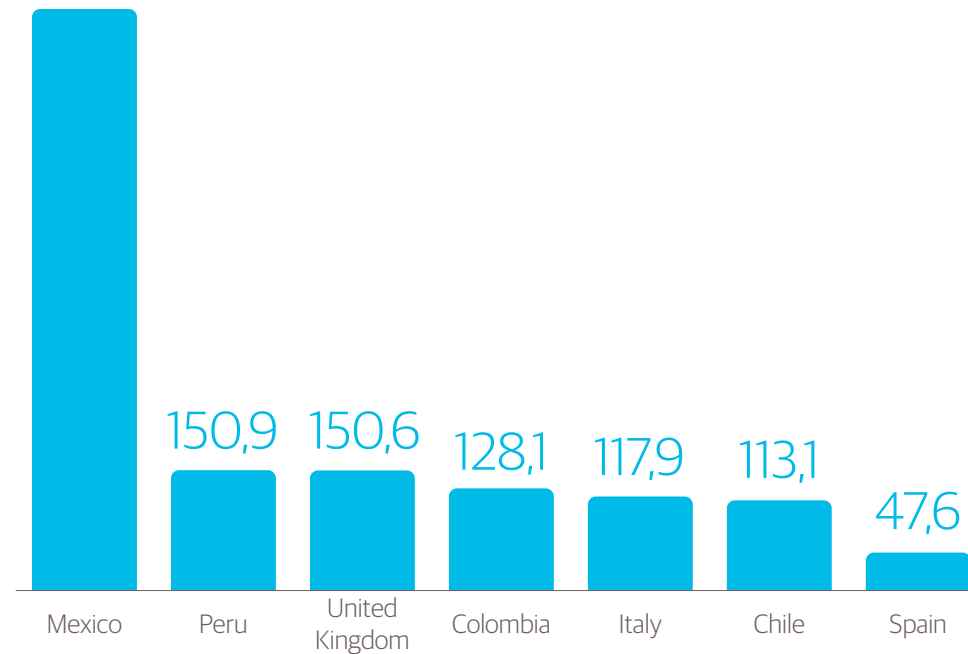
Net sales

(Millions of euros)

2023

€1.437,4 M

729,2



2022: €1.089,4 M
2021: €810,1 M

Profit after tax

(Millions of euros)

2023

€553,1 M

2022: €440,1 M
2021: €304,8 M





Summary of our progress and achievements in 2023

ALEATICA HAS MADE
SIGNIFICANT PROGRESS
WITHIN EACH OF ITS FIVE CORE
PILLARS. THE FOLLOWING ARE
THE HIGHLIGHTS FOR 2023.



Safety First

Safety is and always will be our top priority. We take care of every customer, every person, and every employee. It is the core attribute of **ALEATICA's** culture.

ALEATICA is working toward Vision Zero: to dramatically reduce traffic-related deaths and injuries on our highways. While our management capacity can limit the impact we have, ALEATICA is committed to reducing the number of accidents on our roads.

Across all our assets, recorded injuries decreased by 8.9 percent from 2022 to 2023. Fatalities in traffic incidents increased from 117 to 147 through 102 accidents, with 99 percent of these taking place on four roads. Based on the previously described circumstances and pertinent results regarding user fatalities (in both light and heavy vehicle categories), ALEATICA will concentrate its efforts and action plans on the following six critical elements/aspects in relation to fatal and serious accidents: motorcyclists and pedestrians, speeding, head-on collisions, and the use of helmets and belts.

The **Accident Reduction Program (ARP)** is our executive tool to carry out all Road Safety actions planned for the company, at the Business Unit or at the corporate level. Investment in this program in 2023 totaled 23.05 million euros. The total expected investment from 2020 to 2024 will be 156.28 million euros.



This year, we delivered:

42.045

Safety training hours across all Business Units

In 2022, we launched the **Safety Squad**, a powerful communication tool to reach out to our employees. Safety training material is created and conveyed through it in a user-friendly and easy-to-understand way. In 2023, this program was recognized by the Mexican Association of Communicators (AMCO) as the most creative in all of Mexico for disseminating information about safety at work.



The ALEATICA Foundation for Road Safety has been in operation since 2022. Its goal is to support strategic initiatives that empower everyone's right to mobility and road safety, by advancing a public agenda that involves multiple sectors and encourages safe transportation infrastructure, vehicles, and road usage.

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Technology-based investment in this field includes:



Based on an idea from the Minnesota Department of Transportation, we developed in Mexico a clamp attached to the front of a surveillance vehicle for objects to be removed from the road without exiting the vehicle.



Remote-operated automatic mobile barriers that open turn lanes and widen or narrow lanes in various toll areas, improving safety and enhancing first responder mobility.



Other innovations such as sequential flashing cones, light barriers on machines, lane intrusion alarms, automatic pothole repair and cone deployment machines, and operational dashboards for benchmarking have been rolled out in various Business Units.



Social and Environmental Sustainability

At **ALEATICA**, sustainability drives our progress and results. We respect the natural and social environment in which we operate and strive to improve our surroundings. We promote **human rights** and drive **social inclusion**.

In line with our commitment to minimize impact on the environment, in 2023 we continued the implementation of **ALEATICA's Mitigation, Adaptation, and Resilience Strategy**.

We maintained the trend of reducing our scope 1 and 2 emissions, as we have since 2019. The cumulative reduction in that period is now 23 percent, improving by 0.57 percent this year even as we incorporated new Business Units and carried out construction. Our goal is a cumulative reduction of 42 percent by 2030.



Additionally, in 2023:

- We increased our consumption of renewable electricity, ensuring that **55 percent of our energy** comes from certified **renewable sources such as solar and wind**. Our goal is to eliminate the use of fossil fuels for energy in our operations by 2050.

We reforested

454,22

hectares

- We invested **14,882,329 euros in social programs** this year, supporting 52 social initiatives and projects across our geographic footprint. These workstreams included education and culture, community outreach, job creation and local entrepreneurship, health, and road safety.
 - **Over 33 thousand people benefited** from these efforts.
- In 2023, **97 percent of our 2,209 suppliers were local**.



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In parallel to our mitigation strategy, we have advanced our Adaptation and Resilience Strategy.

Seven Business Units are completing their risk assessments, three have already done so and are developing their strategies, two have advanced into implementation, and one (TeleVía) has fully completed the process.

To move this initiative forward, we established Learning Networks between the units. In that context, we convened six training sessions to identify main physical risks.



Excellence in Service

Serving people is our business. We care for our customers. ALEATICA applies a systemic and innovative approach to provide a high value-added service. We view ourselves as true allies of our customers.

To ensure excellence in service, we encourage our employees to continuously develop their skills and knowledge. We provide **training for the Customer Service team**, as well as for the operational employees, cashiers, toll booth managers, and those in charge of providing customer service.

In line with global trends, we know that virtual resources are more useful than ever. That is why we have **invested in the ALEATICA App**. Through it, customers can access practical information, calculate their routes, request roadside assistance, or get fiscal invoices.

During 2023 we recorded a **328 percent increase in customers** on the ALEATICA App, including **58,276 new downloads of the App**, and **172,347 invoices generated**. This came about as a result of both the benefits becoming more widely known and the ongoing addition of new features that increase its utility.

iHola!, te atiende:

MELANIE

iQue tengas un excelente viaje!

*ACEM (*2 5)

INFORMACION GENERAL SUGERENCIAS Y/O COMENTARIOS:

55.1328.1236



Like every company, ALEATICA is exposed to data security risks. This is a growing concern around the world, which we take seriously. **The company has in place a Personal Data Protection Standard** and incident response protocols. In 2023, we identified 36 incidents, 11 of which led to the activation of our procedures to manage potential breaches. None was deemed to have impacted data owners. No mandatory incident reports were filed in this period.

The average customer satisfaction rating in surveys raised in the period covered by this report was **9.0/10**.



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We made efforts in 2023 to enhance the dynamic nature of our feedback system in order to better understand customer satisfaction and meet their needs.

To this end, we implemented new tools and a customer voice program for Roadside Assistance surveys. Although this led to a short-term decrease in survey responses, these new methods will allow us to increase the number of responses and interactions, which we can later use to assess customer satisfaction.



Corporate Integrity

We apply the **highest standards of corporate governance** and adopt international best practices to ensure transparency and compliance of all applicable rules and regulations. We seek to be recognized by our customers, employees, suppliers, allies, governments, and communities as a reliable and dependable partner.

Our structure is designed to ensure the company's ethical operation. We have developed internal procedures to ensure that our governing bodies receive unbiased information from the Compliance and Internal Audit Departments. Our code of ethics and conduct, as well as standards and policies, guide our actions.

In 2023, we prepared a first draft of **ALEATICA's "Risk Appetite"** statement and updated the risk management standard. Additionally, a "gap analysis" was conducted through a third party to determine ALEATICA's maturity level and identify areas to be improved with regards to our risk management system.

The risk management tool was configured to progressively incorporate criminal risk management.



All executive-level and middle management employees complete annual anti-corruption training courses. In addition, in 2023 we achieved high-level indicators in other efforts to implement our values and enhance governance, including:

679
employees certified in **Anti-Corruption Policy**

977
employees certified in **cybersecurity**

5
workshops on risks related to **climate change**

643
parties assessed for **corruption risks**

561
hours of training on **human rights issues**



Investing today in tomorrow's mobility

A key component of risk management is ensuring all our employees have the tools they need to evaluate risks and opportunities effectively. With this in mind, we have invested heavily in risk management training programs through face-to-face courses and our corporate training tool.

Matters covered include:

- Physical and Transitional Risks Associated with Climate Change.
- Introduction to Risk Management.
- Emerging Risks, Key Risks and Key Risk Indicators.

In 2023, we invested a total of 2,068 hours to train employees. Our goal is for our team to better understand and manage risks, both current and emergent.



Passion for the Team

Our people, with their commitment, passion, and vision, make it possible to achieve the results and the mission we set forth as a company. We recognize their effort and collaboration.

Our recognition to the effort and commitment of our employees resulted in an average of 79,393 training hours in 2023, an increase of 37 percent from 2021. In 2023 this training focused on creating a High-Performance Culture.

In 2023, ALEATICA conducted a global diagnosis with an independent specialist on **diversity, equity, and inclusion**. Our goal is to build a global strategy that **allows us to guide, align, and measure our efforts** more effectively, based on three fundamental aspects: talent diversity, equal opportunities, and cultivating an inclusive environment.

We have also developed a **comprehensive plan** for adopting and sustaining change across the organization. It is structured around three key phases: **enabling, evaluating, and maintaining talent**.



In the period covered by this report, we undertook **the third Organizational Climate Survey**. The survey had record participation from 94 percent of our total employees, including M6Toll for the first time. It showed **improvements in key areas** such as performance management and training, as well as compensation and benefits. There was also a substantial improvement in empowerment, teamwork, workplace safety, and the physical conditions of working environments.

We are committed to **local hiring, supporting the economic development of the areas where we work, and fostering a diverse, multicultural work environment** where different perspectives and experiences are respected and valued.

de 605 new hires, 45 percent of which were women. This improved the share of women among our employees, which currently stands at 35 percent. In 2023, we also increased the number of women in **leadership positions by 30 percent and reduced our gender pay gap by 11 percent.**



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In 2023, we launched the ALEATICA Balance program, which seeks to further strengthen a culture of wellness in our organization by offering a greater number of tools, experiences, and spaces for personal and collective development.

Actions taken in this program included:

- Workshops and webinars on life purpose, work-life balance, and the importance of emotional management.
- Monthly self-care and wellness calendar.
- Physical activity and active breaks at the office.
- Creation of a mindfulness community.
- Health campaigns including nutrition services and recommendations.

These ongoing initiatives seek to foster the physical, spiritual, intellectual, emotional, and relational health of our employees, leading to even higher satisfaction and retention going forward.



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