

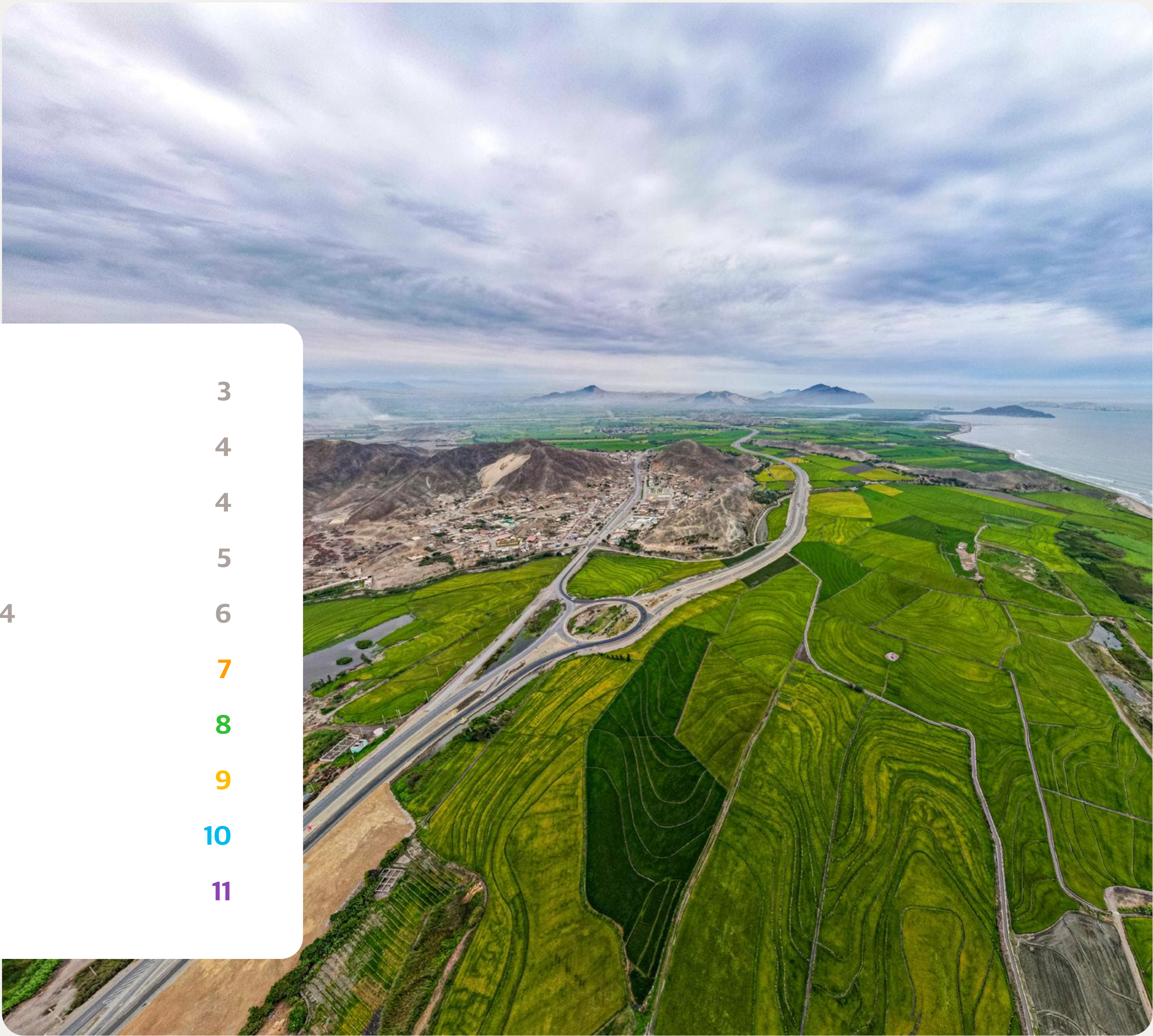


Autopista Amozoc-Perote, Mexico.

ROUTES TRANSFORMING LIVES

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Autopista del Norte, Peru.



LETTER FROM OUR CHIEF EXECUTIVE OFFICER



I am delighted to present ALEATICA's 2024 sustainability report. With the theme "Transforming routes, transforming lives," it highlights how innovation enables us to continue to strengthen partnerships.

ALEATICA is committed to responding to – and indeed, anticipating – evolving trends in mobility and infrastructure. Serving our customers requires meaningful partnerships, which flourish when built on shared values and forward-thinking solutions. You will find in these pages that collaboration is a central driving force of our business – from the development of infrastructure and the adoption of technology, to enhancing safety and environmental action.

Our company creates long-term value through innovation and resilience. We work every day to leave a lasting, positive impact in the communities in which we operate. This report highlights ALEATICA's progress in the journey to make this vision a reality.

This year, we made meaningful progress in each of our five core pillars: Safety First, Social and Environmental Sustainability, Excellence in Service, Corporate Integrity, and Passion for our Team. In 2024, we advanced toward our 2050 net-zero goal, improved customer satisfaction scores to 9.2 out of 10, and reinforced our digital infrastructure – all while continuing to invest in road safety, education, and community development.

Our Foundation for Road Safety, now going into its third year, is playing an increasingly important role in convening stakeholders and generating shared solutions.

We look to the future with optimism, and with determination. We will continue to grow, evolve, adapt, and lead by example – working alongside our partners to create a more sustainable, connected world.

Sincerely,

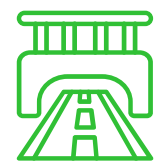
DAVID DÍAZ


CHIEF EXECUTIVE OFFICER, ALEATICA S.A.U.





WHO WE ARE & WHAT WE DO

ALEATICA is a leading company in the management of transport infrastructure, specializing in the development and operation of motorways and mobility solutions in Europe and Latin America. We provide safe, efficient and sustainable transport services that allow us to continue transforming routes and lives.

**16 highways**

**2 comercial ports**

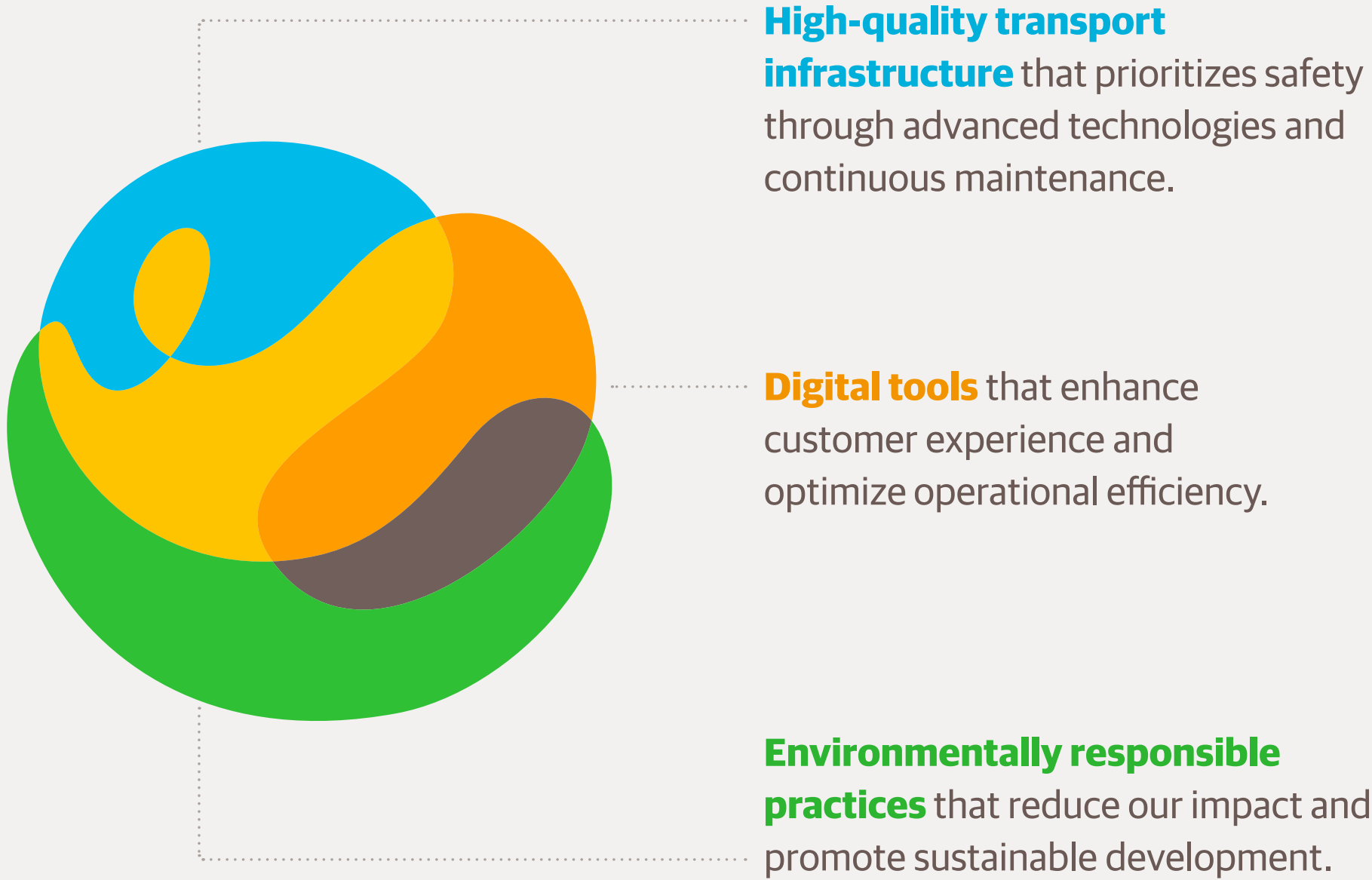
**1 airport**

**1 railway**

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

OUR BUSINESS MODEL & VALUE PROPOSITION

At **ALEATICA** we operate under a long-term concession model. Our approach includes funding, developing, and operating transport infrastructure. Our value proposition is to deliver:



Note: This report only considers companies that are fully consolidated or controlled by Grupo ALEATICA. Therefore, not included are Autopista Vespucio Oriente (Chile), Aeropuerto Internacional de Toluca (México), Libramiento Elevado de Puebla (Mexico), Supervía Poniente (Mexico), Autovía A-2 - Tramo 1 (Spain), Metro Ligerio Oeste (Spain).



THE VALUE WE CREATE

Net sales (Millions of euros)
2024

€1,614.9 M

2023: €1,437.4 M
2022: €1,089.4 M

Profit after tax (Millions of euros)
2024

€575.0 M

2023: €553.1 M
2022: €440.1 M



SUMMARY OF OUR PROGRESS & ACHIEVEMENTS 2024

ALEATICA has made significant progress within each of its five core pillars. The following are the highlights for 2024.



Autopista Río Magdalena, Colombia.





SAFETY FIRST

At **ALEATICA**, safety is our priority in all aspects and across all areas of our operations. For this reason, we establish as a primary pillar all activities that, through collective efforts from various functional areas, seek to guarantee safe conditions for all our employees, contractor personnel in work environments, customers using our infrastructure, and surrounding communities.

Our Integrated Safety and Health Management System includes three key components: **Workplace Safety**, **Road Safety**, and the **ALEATICA Foundation**.

In 2024, we made a significant leap forward in our road safety strategy. **ALEATICA received International Road Assessment Program (iRAP) Certification for eight of its concessions** across Mexico, Chile, Spain, and Italy. New containment barriers, clearer signage layouts, and the use of rumble strips at critical points contributed to safer road environments. These efforts led to a **29.9% reduction in customer fatalities**, a **22.3% reduction in fatal traffic accidents**, and decreases in both serious and minor injuries.

We reinforced our **Accident Reduction Programs (ARP)** and began the design of a 2030 road safety strategy based on the Safe System Approach, which integrates infrastructure, customer behaviour, vehicle safety and emergency response.

We also strengthened internal training, resulting in a notable decrease in Lost Time Injury (LTI) indicators: **-8.82% among ALEATICA personnel** and -19.58% among contractors.

Additionally, **93% of our Brownfield Business Units now hold ISO 45001 certification**. This reinforces our integrated approach to health and safety and our collaboration with public and private stakeholders to promote a lasting safety culture.



STRENGTHENING PARTNERSHIPS THROUGH INNOVATION

As the **ALEATICA** Foundation for Road Safety marked its second anniversary, it is spearheading innovative thinking on the mobility and infrastructure sectors. This translates into stronger collaboration with multiple partners.

As part of its efforts, among other actions, the Foundation:

- Organized with iRAP the First Regional Meeting for Latin America of the Global Alliance of NGOs for Road Safety, held in Mexico City from 5th to 7th of November 2024.
- Launched the "License for Life-Saving Road Safety" study prepared by the University Institute for Traffic and Road Safety Research, INTRAS.





SOCIAL & 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 and drive social inclusion.

In 2024, our environmental achievements included the continued reduction of our carbon footprint. We continue to integrate hybrid and electric vehicles into our fleet, **increased our solar energy generation by 7%**, and completed ISO 14064-1:2018 certification for two Business Units.

We reached **60% renewable energy** usage across our operations and **installed three rainwater harvesting systems** in two Business Units. These measures support our long-term objective of reaching net-zero emissions by 2050 and our commitment to promote a Circular Economy.

We also strengthened our supply chain by **incorporating ESG assessments into our procurement processes** and delivering training to over 340 team members.

On the social front, we executed 43 initiatives aligned with our **Social and Environmental Sustainability Standard**. These focused on education, health, local entrepreneurship, road safety, and community engagement. In total, we **invested €6,691,289 in social programs**.

Each Business Unit has its own materiality analysis, allowing us to apply a tailored methodology that includes defining **SMART indicators**, measuring social return on investment, and sustaining long-term value.



STRENGTHENING PARTNERSHIPS THROUGH INNOVATION

ALEATICA is committed to doing its part to achieve the collective goals of the jurisdictions in which it operates. One of our primary goals is to achieve net-zero emissions by 2050.

As of 2024, we have reduced our Scopes 1 and 2 emissions by 33% as compared to 2019. This year, among other actions, we continued implementing various initiatives to reduce our CO₂ emissions, such as increasing the fleet of electric or hybrid vehicles and developing new photovoltaic systems for self-consumption.





EXCELLENCE IN SERVICE

Our reason of being is serving people. We care for our customers. **ALEATICA** applies a systemic and innovative approach to provide high value-added service.

Our **Customer Experience (CX) Strategy**, active since 2021, continued to expand globally. In 2024, we rolled it out to Business Units in Chile, Italy, Peru, and the United Kingdom. Cross-functional CX Committees in each Business Unit identified pain points and worked across departments to deliver improvements. We know that adapting to technological innovation is essential, as it makes customer service processes more efficient and transformative.

This year, we **digitized** satisfaction surveys for road customers and began their application in Latin America and Europe. We also redesigned our billing portal in Mexico to make it more efficient and user friendly.

In parallel, we launched data-driven CX projects in Peru and Mexico, seeking to proactively identify opportunities for service differentiation.

- The **Voice of the Customer Programme** also advanced, helping align feedback collection processes across Business Units.
- The **TeleVía App was downloaded 378,367 times**, demonstrating strong uptake of our digital channels and their value to our customers.

At **ALEATICA**, our goal is to always stay one step ahead, responding to customer concerns and inquiries in a proactive and transparent manner. This is why in 2025, we will improve and promote the use of the ALEATICA app by leveraging its existing functionalities such as the chatbot, billing, and route navigation, as well as incorporating new features like satisfaction surveys, road notifications, and information about motorways



STRENGTHENING PARTNERSHIPS THROUGH INNOVATION

ALEATICA listens to its customers and clients, mainly by the constant application of satisfaction surveys. This allows us to evaluate, measure, and consolidate the effectiveness of our Customer Experience Strategy, one of the fundamental principles of our comprehensive quality system.

In 2024, surveys showed an average satisfaction rating across Business Units of 9.2 out of 10, compared to 9.0 in 2023.





CORPORATE INTEGRITY

We apply the **highest standards of corporate governance**, adopting international best practices to ensure transparency. We seek to be recognized by our customers, employees, suppliers, allies, governments, and communities as a reliable and predictable partner.

In 2024, **ALEATICA** reinforced its internal compliance framework. We updated our policies regarding donations, sponsorships, and interactions with public authorities to align with global standards.

We were **recognized with 100/100** points in the 2025 Corporate Integrity Index, prepared by *Transparencia Mexicana*, *Mexicanos contra la Corrupción y la Impunidad*, and *Expansión*, which evaluates the ethical policies and anti-corruption actions of the country's 500 largest companies. We also earned an **honor roll in the "Governance" category in Expansión's "Responsible Companies" ranking**. These recognitions reaffirm our commitment to transparency and integrity in every operation.

We also achieved UNE-ISO 31000 certification in risk management and strengthened cross-functional collaboration to ensure consistent application across regions.

Training and awareness were key:

- **2,699 employees** completed **anti-corruption training**
- **764 third parties** were assessed for **corruption risks**
- **99% of administrative personnel** completed **cybersecurity certification**

Our ethical channel, **ICARE**, remained active and accessible, supporting our culture of integrity and transparency. We value all team members and stakeholder opinions and concerns, whether by reporting unethical or illegal behavior, or just by raising any questions or concerns. ALEATICA has a responsibility to look out for and report any unethical, illegal behaviors which may jeopardize the company

These actions strengthen our **long-term** resilience and position ALEATICA as a **trusted partner**.



STRENGTHENING PARTNERSHIPS THROUGH INNOVATION

ALEATICA is further strengthening its digital resilience, as well as its readiness for emerging technologies like AI. This is important for our short and long-term relationships with multiple partners.

As we continue to build on the cybersecurity strategy that was first structured in 2022, in 2024 we implemented cloud data hubs, migrated core digital services, and launched data analytics projects. The year also saw the full integration of the work of ALEATICA Labs, our innovation unit, into corporate IT.





PASSION FOR THE TEAM

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

In 2024, our team grew to 2,793 members. We implemented the **ALEATICA Leadership Manifesto** across all Business Units, supported by training in leadership, communication, and negotiation. These actions reinforced our culture of agility and shared accountability.

As a result of our efforts to foster greater equity and presence of women in decision-making, this year saw a significant increase in **women in leadership** positions, from 51 to 63 women in executive roles.

ALEATICA provided a total of **80,103 hours of training**, across four tracks:

- **Institutional.** Mandatory courses aimed at strengthening our sustainability pillars.
- **Technical.** We seek to strengthen our organizational culture with leadership, negotiation, teamwork, and other soft skill courses.
- **Skills development.** We provide dedicated training for personnel on their own functional areas.
- **Wellness.** We provide training courses on comprehensive staff healthcare.

Wellbeing was a central focus, with initiatives such as "Around the World in **ALEATICA**" encouraging physical activity and family engagement. We continue to foster an environment where talent can thrive.

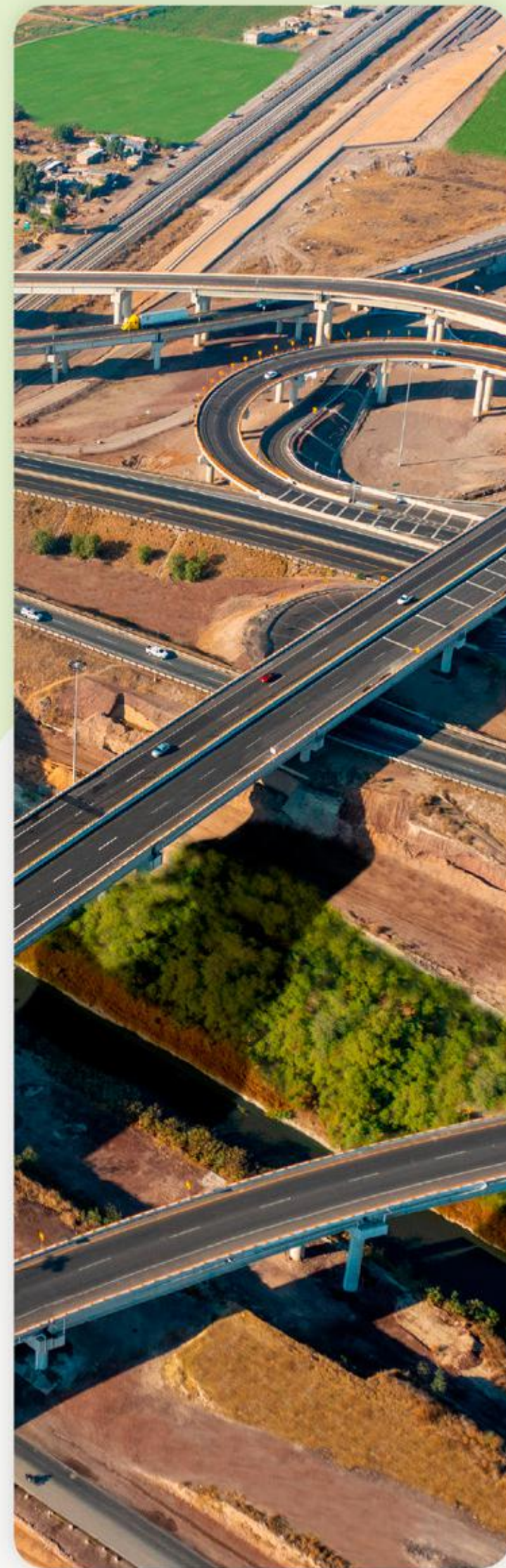


STRENGTHENING PARTNERSHIPS THROUGH INNOVATION

One of the means through which we empower our team is by the delivery of targeted training. This is in line with our goal of fostering a culture of continuous learning.

We launched an in-house, fully digital system that provides an innovative learning experience. It allows for staff times and pace to be accounted for. It includes over 3,000 e-learning contents.





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