

INNOVATION IN MOTION

EXECUTIVE SUMMARY



ALEATICA
Smart & Sustainable Infrastructure

SUSTAINABILITY
REPORT **2025**

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INNOVATION IN MOTION



A LETTER FROM OUR CEO

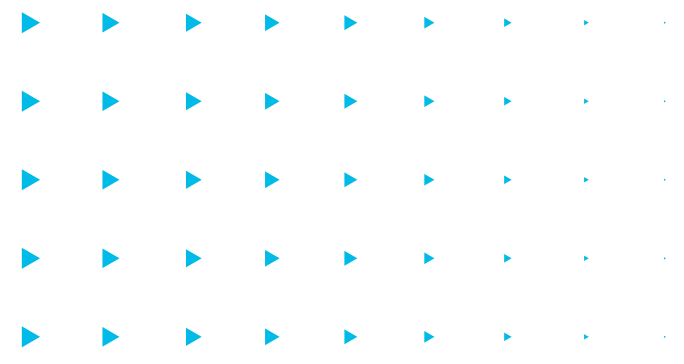


DAVID DÍAZ ALMAZÁN
Chief Executive Officer
ALEATICA S.A.U.

► I am pleased to present ALEATICA's 2025 Sustainability Report, under the guiding theme "**Innovation in Motion.**" While the year was marked by global geopolitical and regulatory challenges, our sector once again demonstrated resilience and ALEATICA showed its strength as an infrastructure operator across Latin America and Europe.

► At ALEATICA, innovation drives our daily work. Bringing our ambitious corporate vision to life requires a sustained long-term effort – and we are proud of the successive milestones we continue to achieve.

► Our highest priority remains the safety of our users and employees. We closed 2025 with strong progress in this area: among our workforce, **lost-time injury rates decreased 9.7%**, while incidents among contractors fell 57.7%. By the end of the year, 85.7% of our operations were **certified under the ISO 45001** occupational health and safety standard, reinforcing a systematic approach to risk management and prevention.



Environmental performance indicators also continued to advance. Since 2019, we have achieved **a 43% reduction in Scope 1 and Scope 2 emissions**, increased renewable energy use across our operations to 82 %, and expanded solar self-generation by more than 452%. This reflects our commitment to building a more sustainable and climate-conscious infrastructure platform.

During the year, we also continued advancing our digital transformation through the **Atenea Programme**, incorporating digital tools and artificial intelligence that improve decision-making, simplify processes and strengthen collaboration across the organization.

ALEATICA is evolving **beyond the traditional role of an infrastructure operator**. We are building an **integrated ecosystem of intelligent, safe and sustainable mobility solutions**, driven by innovation and by the talent of our people. We are convinced that the future of mobility must be built with responsibility and a true spirit of multi-stakeholder collaboration.

Let us continue moving forward together, confident that the best of ALEATICA is yet to come.



WHO WE ARE & WHAT WE DO

ALEATICA¹ is a transportation infrastructure operator with operations across Europe and Latin America. We are guided by a vision of smart, safe and sustainable mobility.

Our core activity is the operation of toll roads and other transport assets, including maritime ports. Each of our projects responds directly to the mobility needs of our users, while contributing to improved connectivity and quality of life in the communities where we operate.

Through our experience and specialization, we serve as a strategic partner for regions seeking long-term mobility solutions. **By combining operational excellence with innovation, we continue to advance our vision of Innovation Driving Mobility,** delivering infrastructure that supports economic growth, social development and regional integration.

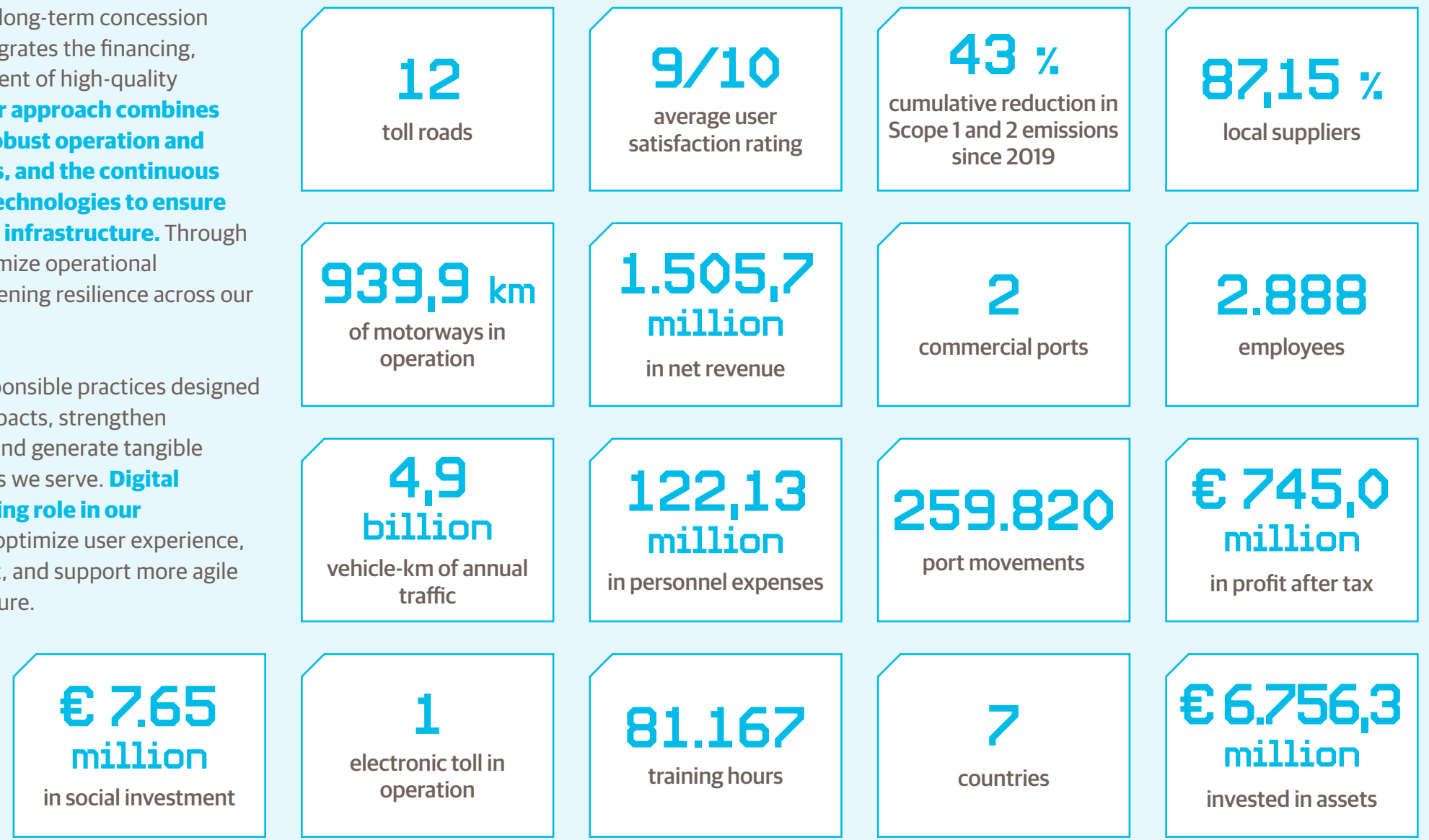


BUSINESS MODEL AND VALUE CHAIN

ALEATICA operates under a long-term concession model that strategically integrates the financing, development and management of high-quality transport infrastructure. **Our approach combines engineering excellence, robust operation and maintenance programmes, and the continuous integration of advanced technologies to ensure safe, reliable and efficient infrastructure.** Through this model, we seek to maximize operational performance while strengthening resilience across our assets.

Further, we incorporate responsible practices designed to reduce environmental impacts, strengthen sustainability performance and generate tangible benefits for the communities we serve. **Digital solutions also play a growing role in our operations,** enabling us to optimize user experience, improve traffic management, and support more agile and future-ready infrastructure.

2025

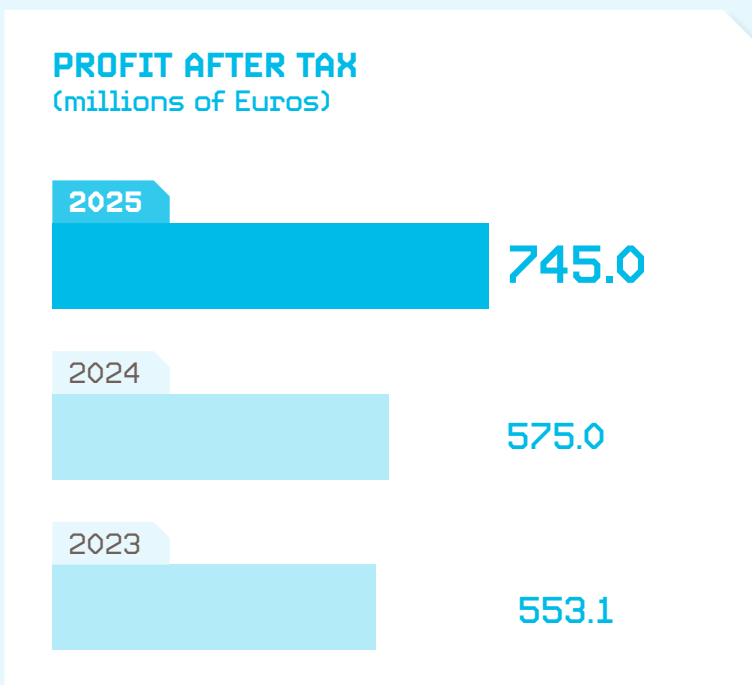
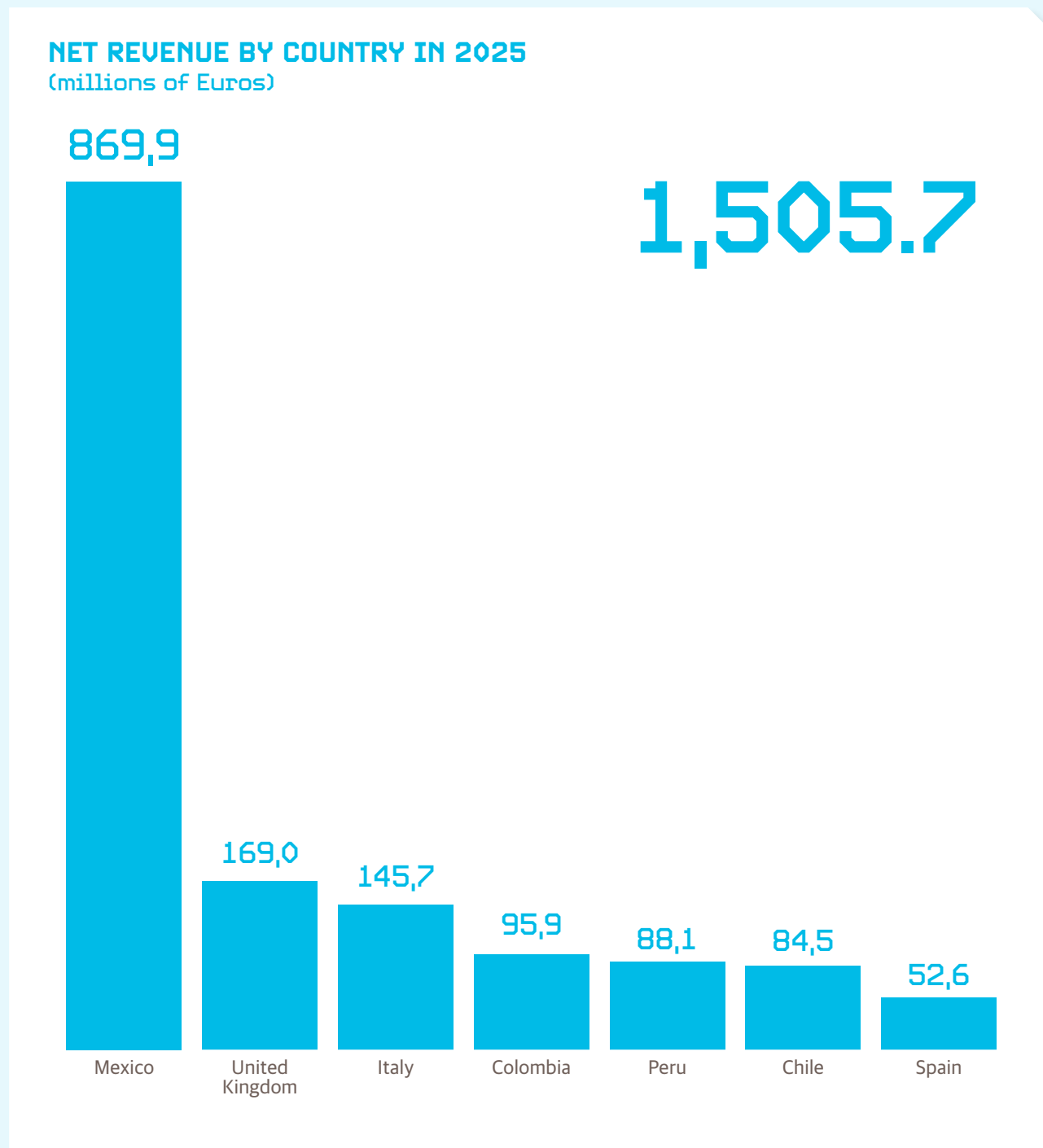
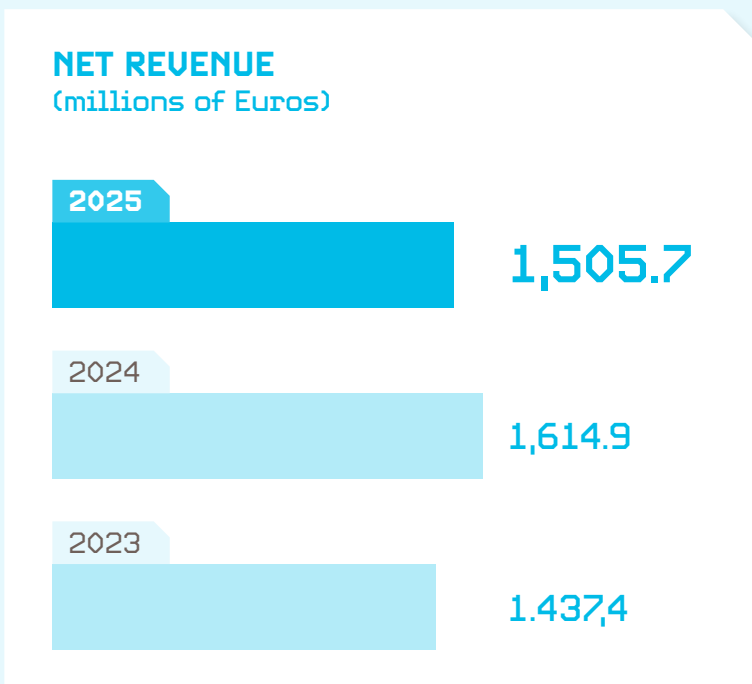


¹ This report includes only the Business Units that are fully consolidated within the ALEATICA Group through global integration and over which the company exercises operational control. The following Business Units are therefore not included in the scope of this report: Autopista Vespucio Oriente 1 (AVO1, Chile), Toluca International Airport (AIT, Mexico), Libramiento Elevado de Puebla (LEP, Mexico), Supervía Poniente (SP, Mexico), Autovía de Aragón (AAT1, Spain), and Metro Ligero Oeste (MLO, Spain).



THE VALUE WE CREATE

The following are ALEATICA's consolidated results for the 2023–2025 period:



OUR FIVE STRATEGIC PILLARS

- ### 1 SAFETY FIRST

We place strong emphasis on the safety of our customers, employees and supply chain partners. We invest in training programmes, new technologies, and infrastructure enhancements aimed at preventing accidents and reducing fatalities.
- ### 2 SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

We are committed to phasing out the use of fossil fuels in our operations over the long term, promoting renewable energy use and progressively reducing carbon emissions. We also invest in building strong relationships with neighbouring communities.
- ### 3 EXCELLENCE IN SERVICE

We offer digital solutions and provide an integrated mobility experience through safe, comfortable, and efficient journeys.
- ### 4 CORPORATE INTEGRITY

We maintain high standards of corporate governance to support responsible and transparent business conduct through the adoption of best practices in compliance, internal control and risk and opportunity management.
- ### 5 PASSION FOR THE TEAM

We foster an inclusive and diverse workplace where everyone feels safe to be themselves, promoting gender equity and professional development.



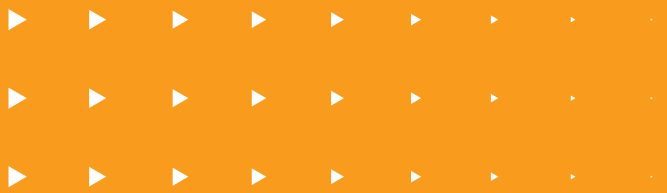
KEY ACHIEVEMENTS IN 2025



Puente Industrial, Chile



SAFETY FIRST



At ALEATICA, safety is not only our highest priority – it is a fundamental principle that guides every aspect of our operations. In 2025, we strengthened our prevention framework through the consolidation of our Occupational Health and Safety Management System (SMS), built on international standards such as ISO 45001, under which 85.7% of our operations are now certified. This milestone reflects the continued maturity of our safety culture and our commitment to embedding prevention across all operational processes.

Our preventive approach continued to evolve through initiatives such as critical risk control, Safety Stop Cards, Near Miss reporting and systematic field evaluations across our Business Units. These measures contributed to a 9.68% reduction in lost-time injury rates (LTI) in our direct workforce. Incidents among contractors fell by 57.69%. Most importantly, we recorded zero fatalities among ALEATICA employees, reinforcing our commitment to protecting the wellbeing of our teams.

Beyond our internal operations, we continued advancing the implementation of our Road Safety Strategy 2030, aligned with the international Safe System approach, which recognizes that human error is inevitable but serious injuries and fatalities are preventable. Through safer road design, advanced monitoring systems and predictive analytics, we are strengthening accident prevention across the infrastructure we operate.

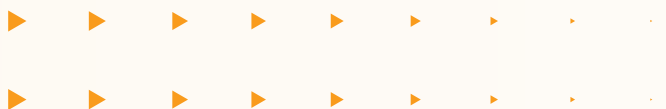
Our efforts are further supported by the ALEATICA Road Safety Foundation, which promotes road safety awareness, education and community engagement in the regions where we operate. Through partnerships with local authorities, institutions and communities, the Foundation contributes to fostering safer mobility practices and a stronger road safety culture.

Through these efforts, ALEATICA continues working toward a clear objective: making every journey safer for the millions of users who rely on our infrastructure each year.

Innovation in Motion

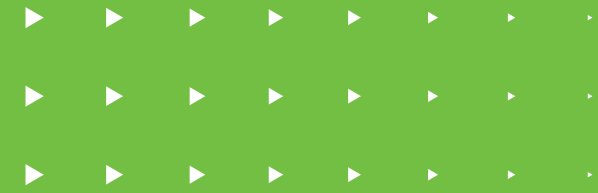
At Autopista Río Magdalena (ARM) in Colombia, ALEATICA supported the adoption of new health and safety practices alongside our construction partner, Construcciones El Cóndor, strengthening risk management across construction and operations.

Through process innovation in high-risk activities—including replacing manual excavation with mechanized solutions—the project achieved a 60% reduction in rollover incidents, while maintaining accident rates consistently below the industry average.





SOCIAL AND ENVIRONMENTAL SUSTAINABILITY



In 2025, ALEATICA accelerated its transition toward a more resilient environmental and social sustainability model. We achieved our 2030 target of a 43% reduction in Scope 1 and 2 emissions five years ahead of schedule, marking a significant milestone in our climate strategy. In this context, 82% of the energy consumed across our operations now comes from renewable sources, with solar self-generation expanded significantly following the installation of new photovoltaic systems.

The company also strengthened its circular economy approach by improving material recovery practices, including the reuse and donation of asphalt milling materials, and reducing hazardous waste generation by 25%. In parallel, biodiversity monitoring and management actions were expanded to support the protection of ecosystems connected to our infrastructure operations.

On the social front, ALEATICA continued consolidating its double materiality approach, recognizing that the company's operations generate both social impact and economic value in the territories where it operates. Through this framework, we reaffirm our role as a responsible neighbour in local communities and strengthened our commitment to human rights and community development.

During the year, ALEATICA implemented 63 strategic social initiatives and carried out 28 volunteer programmes, resulting in a 21% increase in volunteer hours and a 44% increase in the number of

participating employees. Social investment exceeded €7.65 million, supporting projects focused on education, community inclusion and local economic development across our areas of influence.

Together, these initiatives reinforce ALEATICA's commitment to delivering infrastructure that contributes not only to mobility and connectivity, but also to the sustainable development and wellbeing of the communities we serve.

Innovation in Motion

As part of the construction of the Atizapán-Atacomulco (AT-AT) highway in Mexico, ALEATICA supported the development of the Santa Ana Jilotzingo Community Greenhouse, one of 17 sustainable productive projects implemented in the region.

The 1,360 m² greenhouse uses efficient irrigation systems to produce approximately 20 tons of

tomatoes annually, contributing to local food production while creating employment opportunities for residents of the surrounding communities.

The initiative strengthens local economic resilience and demonstrates how infrastructure projects can generate shared value by supporting community development alongside transportation connectivity.



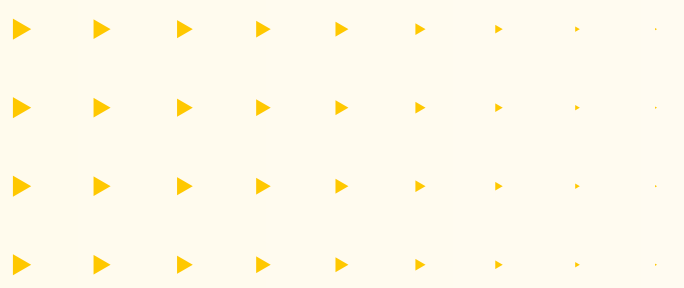


EXCELLENCE IN SERVICE

The satisfaction of those who travel on our roads is at the centre of ALEATICA's daily operations. For this reason, we continued expanding our Customer Experience (CX) Strategy, which is now implemented across 12 Business Units globally, including via the recent integration of M6toll in the United Kingdom and Autopista Río Magdalena (ARM) in Colombia.

Progress in 2025 reflects a strong commitment to delivering a more agile, digital and user-focused service. The expansion of digitalization systems, contactless payments and self-service tools has improved operational efficiency and reduced friction across the customer journey. The TeleVía app reached a record milestone with 941,160 interactions, consolidating as a key platform for enabling more seamless and modern mobility experiences.

Through the Voice of the Customer (VoC) Programme and the use of advanced data analysis, we strengthened our ability to monitor and improve quality of service. In 2025, 90.9% of calls were answered within 20 seconds, the response rate to customer surveys increased to 74.3%, and the overall satisfaction score reached 9 out of 10.



Operational excellence also translated into strong customer perception indicators. In Colombia, Autopista Río Magdalena (ARM) achieved an outstanding 100% Net Promoter Score (NPS) in roadside assistance, becoming an internal benchmark for service quality and demonstrating how efficient operations directly enhance the experience of road users.

Together, these results reinforce ALEATICA's ambition to position itself as an international reference in customer service—where technology, operational discipline and human interaction work together to deliver safer, more comfortable and more reliable journeys.

Innovation in Motion

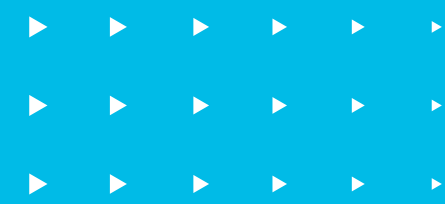
The opening of the Chimbote Bypass Motorway in Peru marked a significant milestone for regional mobility. The 40-kilometre corridor was designed to divert heavy traffic away from urban centers, improving travel times while restoring public space and quality of life in surrounding communities.

The project integrates mechanical assistance services, ambulances and strategically located SOS posts, creating a safer and more reliable travel environment for thousands of users who rely on this route every day.





CORPORATE INTEGRITY



At ALEATICA, we recognize that as an operator of critical infrastructure, our corporate conduct must be transparent, responsible and beyond reproach. Ethics and rigorous compliance are non-negotiable principles that guide our daily operations and decision-making processes.

In 2025, we further strengthened our due diligence and supplier verification procedures. More than 1,002 third parties were assessed for corruption risks, while 97 new suppliers were integrated into our value chain following comprehensive evaluations based on governance, environmental sustainability and corporate integrity criteria. The latter represented a 64% year-on-year increase in supplier assessments, reinforcing our commitment to responsible supply chain management. Also, 87% of ALEATICA's suppliers are currently locally based, supporting regional economies while ensuring responsible procurement practices.

Our strong governance framework is reflected in the company's compliance record. To date, ALEATICA has not been subject to sanctions, fines or convictions related to corruption or similar offences in any of the countries where it operates. Likewise, there are no pending or concluded legal actions related to unfair competition or monopolistic practices, and no cases of money laundering or terrorist financing have been reported.

In 2025, ALEATICA achieved ISO 37001 certification for its anti-bribery management systems and maintained ISO 31000 certification for risk management, reaffirming our alignment with the highest international governance standards and strengthening our ability to anticipate and manage operational risks.

Together, these actions reinforce ALEATICA's commitment to maintaining the highest levels of transparency, accountability and ethical conduct across all our operations.

Innovation in Motion

To strengthen governance and operational resilience, ALEATICA continued advancing the digitalization of its compliance and risk monitoring systems.

Enhanced cybersecurity monitoring and integrated governance tools enable the company to detect and manage potential risks in real time. During 2025, 10 cybersecurity incidents were identified and fully remediated, ensuring the protection of user and employee data across the organization.



PASSION FOR THE TEAM

At ALEATICA, we recognize that infrastructure projects are ultimately driven by the people who design, operate and maintain them. Our workforce is key in delivering the safe and reliable mobility solutions that millions of users depend on every day.

During the reporting period, our global team continued to grow, reaching 2,888 employees across our operations. This growth reflects the strength of our organizational culture and our continued investment in attracting, developing and retaining talent.

We also continued advancing our inclusion strategy. More than 1,025 employees received training in related competencies during the year. In 2025, women represented 38.5% of the global workforce, including 35% of executive positions and 32% of middle management roles, demonstrating steady progress.

ALEATICA also continued promoting internal career development, achieving 153 internal promotions. Absenteeism rate remained at a controlled 2%, reflecting strong engagement across the organization.

Our efforts were further recognized externally through awards granted by Includyme.com for ALEATICA's initiatives promoting the labour inclusion of people with functional diversity in Latin America.

Continuous learning remains a central pillar of our people strategy. In 2025, employees received an average of 28.1 hours of training, and 99% of the



workforce participated in at least one training programme, reinforcing our commitment to professional development and long-term talent growth.

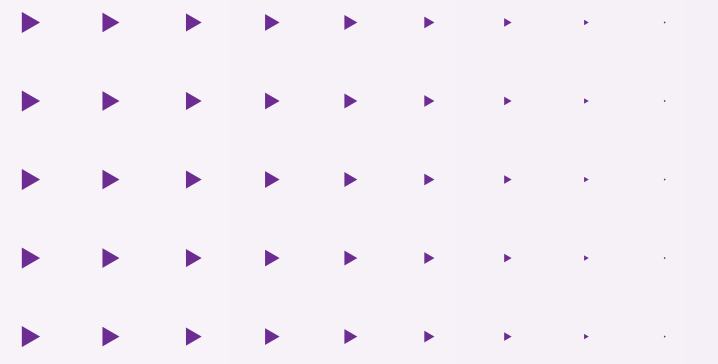
Together, these initiatives contribute to building a workplace where diversity, collaboration and professional development support a motivated workforce capable of addressing the evolving challenges of the infrastructure sector.

Innovation in Motion

In 2025, ALEATICA launched VIVE, the company's global Employee Value Proposition (EVP) strategy, designed to strengthen the emotional and professional connection between employees and the organization.

VIVE brings together initiatives focused on professional development, wellbeing, recognition and purpose, creating a framework that supports talent attraction, retention and engagement across all Business Units.

Through this strategy, ALEATICA aims to foster a workplace where employees feel valued, supported and empowered to contribute to the company's long-term vision of Innovation Driving Mobility.





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