

INNOVATION IN MOTION

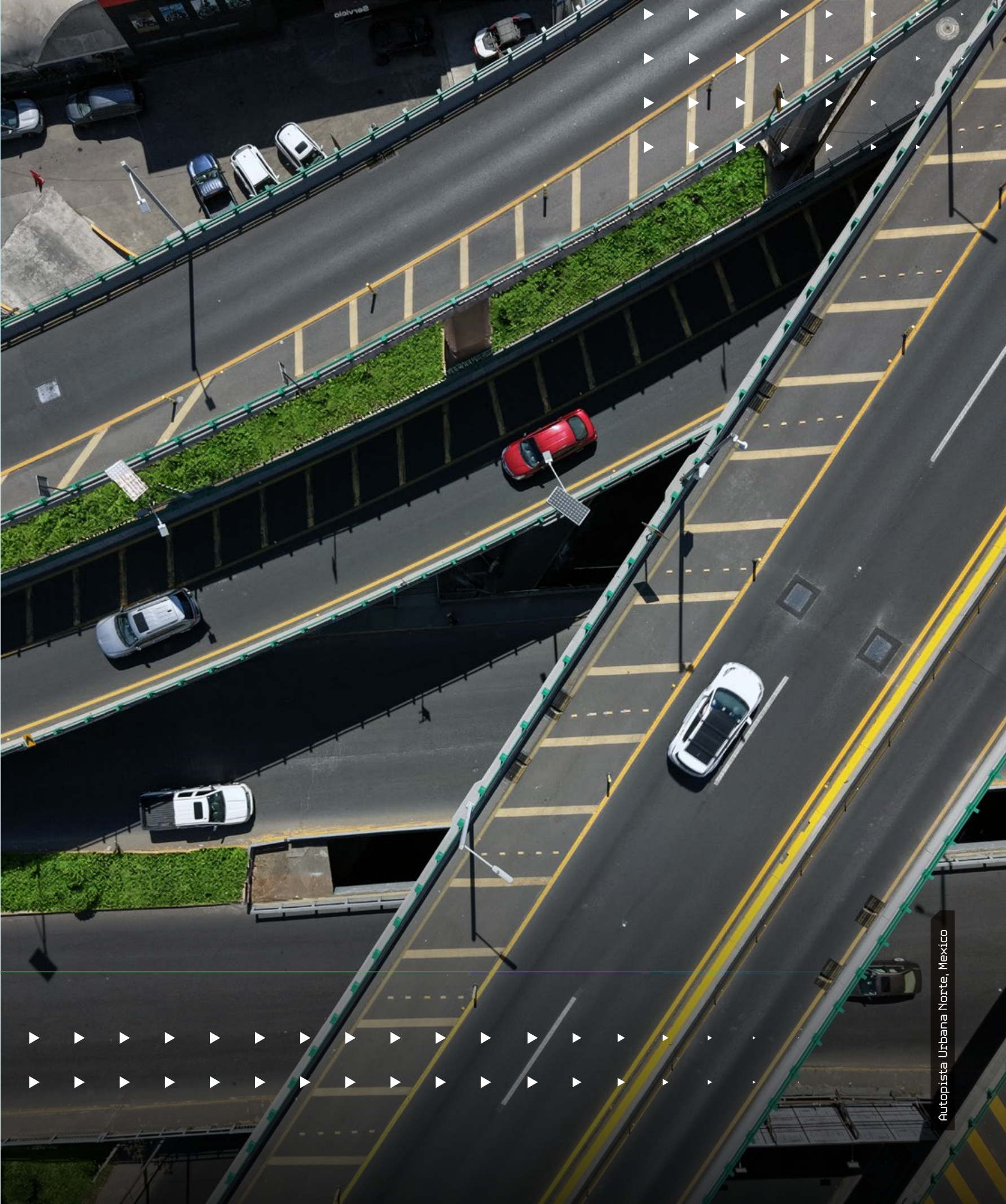


ALEATICA
Smart & Sustainable Infrastructure

ALEATICA
MEXICO
2025
ANNUAL
SUSTAINABILITY
REPORT

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Autopista Urbana Norte, Mexico



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER OF ALEATICA MEXICO

In 2025, we achieved tangible results from the long-term decisions that shaped our transport infrastructure. Driven by the trust of our customers, we increased traffic volumes, advanced our sustainability agenda and achieved significant growth in our financial performance.



**RUBÉN LÓPEZ
BARRERA**
Chief Executive
Officer ALEATICA
Mexico

This report outlines the progress we made in 2025 as we continue strengthening our position as a safe, efficient and sustainable mobility operator, creating value for our customers and the communities surrounding our operations. During the year, we further reinforced our position as an integrated mobility platform, reaching 295.6 kilometres of motorways in operation.

The demand for mobility continues to grow, while nearshoring¹ is placing increasing pressure on the logistics corridors across central Mexico by driving higher freight traffic. At the same time, society—including customers, communities, regulators and investors—is placing greater expectations on infrastructure operators to act responsibly and transparently.

In occupational health and safety, we recorded zero work-related fatalities among our people in 2025. Our Lost Time Injury Frequency Rate (LTIFR) fell from 3.25 to 1.66 (-47.37 %) between 2024 and 2025, while hours worked increased by 3.27 % over the same period. In other words, we worked more while achieving a significantly lower injury rate.

In road safety, despite sustained traffic growth, we reduced the total number of accidents by 23.6 % between 2024 and 2025, while the number of customers injured in traffic incidents declined by 20.5 % over the same period.

¹ Nearshoring is a business strategy in which companies relocate or outsource part of their operations, manufacturing or services to a geographically proximate country instead of a more distant location.



In 2025, our combined Scope 1 and Scope 2 greenhouse gas emissions decreased by **11.4%** compared with 2024, representing a cumulative reduction of **24.5%** against our 2019 baseline year. This achievement was driven primarily by the commissioning of three solar farms and our continued transition to renewable electricity.

In waste management, we were able to recover about 84% of our non-hazardous waste, which means we saved 21,946 tonnes out of 26,278 tonnes produced, thanks to efforts like donating milled asphalt from the Amozoc-Perote motorway to nearby communities.

Our commitment to social sustainability was reflected in investments across 18 community projects, including the Santa Ana Jilotzingo Community Greenhouse, developed in partnership with the local community as part of the Atizapán-Atlacomulco Motorway project. Covering 1,360 m², the greenhouse promotes local economic development while improving residents' quality of life. Another example is the La Malinche Social Cohesion Reconstruction Programme at Supervía Poniente. These initiatives remind us that a motorway is more than a transport corridor—it is a connection to the surrounding region and to the people who call it home.

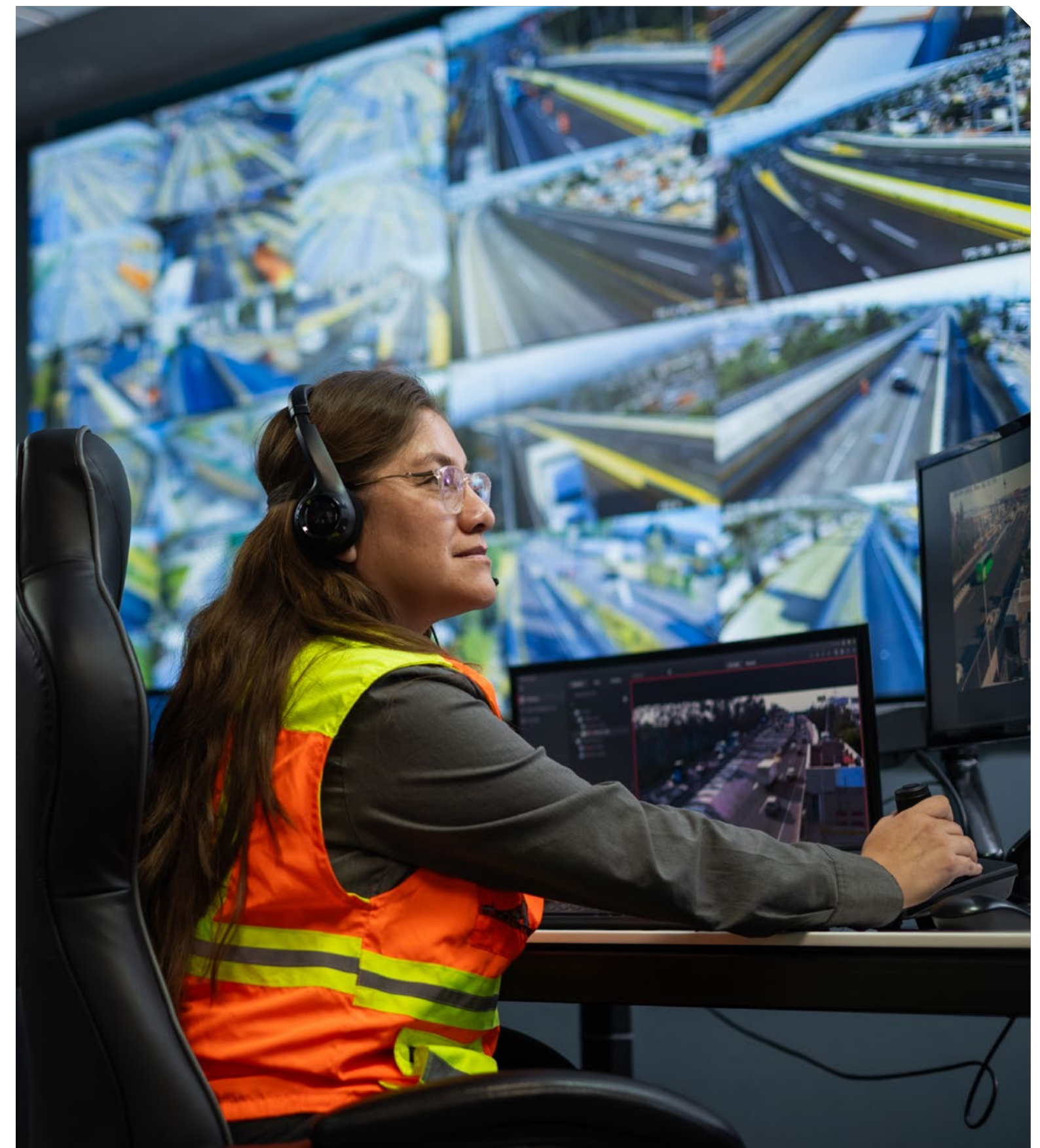
At the same time, we continued enhancing the customer experience. In 2025, we maintained a high customer satisfaction score of 8.8 out of 10, while responding to steadily growing demand by further strengthening our digital channels to deliver solutions that are accessible, agile and innovative.

Our workforce comprised 2,250 colleagues in 2025, with significant progress in increasing female representation. The number of women in our workforce grew by 15.4%—four times faster than the growth in male colleagues—while women in leadership positions reached 32.5%. Additionally, we filled 20% of positions in 2025 through internal promotions, which reflects our commitment to developing talent from within the organisation.

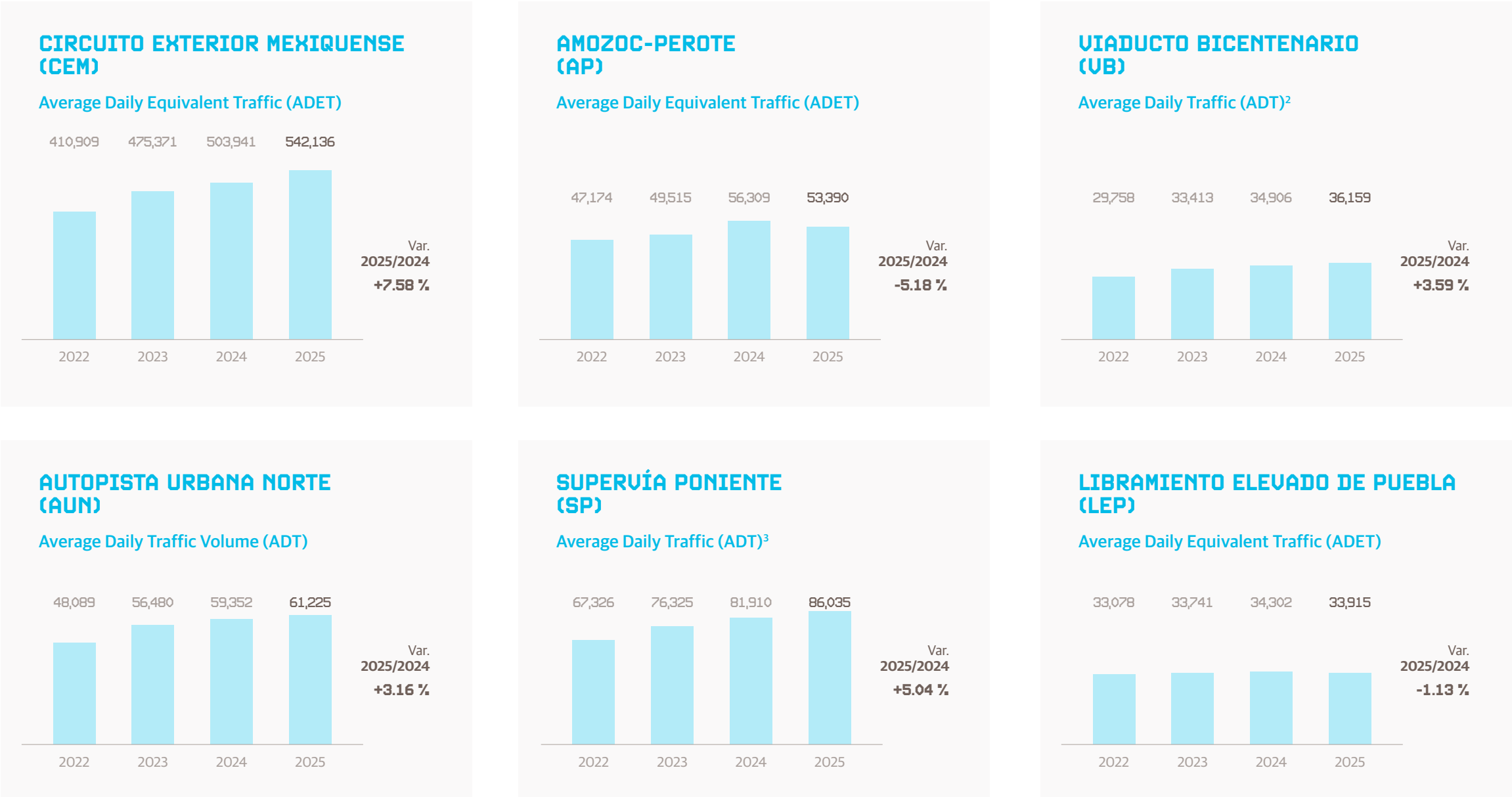
In line with best practices in corporate governance, 60% of our Board of Directors comprised independent directors in 2025, further strengthening objective oversight, transparency and decision-making aligned with the organisation's long-term interests.

Our 2025 results confirm that we are on the right path. We will continue to operate with discipline, integrity and purpose, recognising that the trust placed in us by our customers, neighbouring communities and investors must be earned anew every day—with every journey and every decision.

Rubén López Barrera
Chief Executive Officer
ALEATICA Mexico



TRAFFIC PERFORMANCE BY BUSINESS UNIT



At Circuito Exterior Mexiquense (CEM), we strengthened our market position by increasing Average Daily Equivalent Traffic⁴ (ADET) by **7.58%**, reaching **542,136** vehicles.

A key example of our commitment to technology and innovation was the temporary Optical Character Recognition (OCR) project completed in 2025. The system was set up at the AIFA and Coacalco interchanges to automatically create toll transactions by using data from electronic toll collection tags, REPUNE vehicle identification tags, and vehicle licence plates. Using information recorded through gantries equipped with readers, antennas and cameras, the solution automatically matched vehicle records and generated toll transactions.

2 Daily Traffic Intensity (DTI) measures the total kilometres travelled by all customers using a motorway, divided by the motorway's total operational length. The metric represents the number of customers who would each travel the full operational length of the motorway, providing a standardised measure of traffic intensity across the network.

3 Average Daily Traffic (ADT) is the average number of vehicles travelling through a specific point or section of roadway during a typical day, based on vehicle traffic counts.

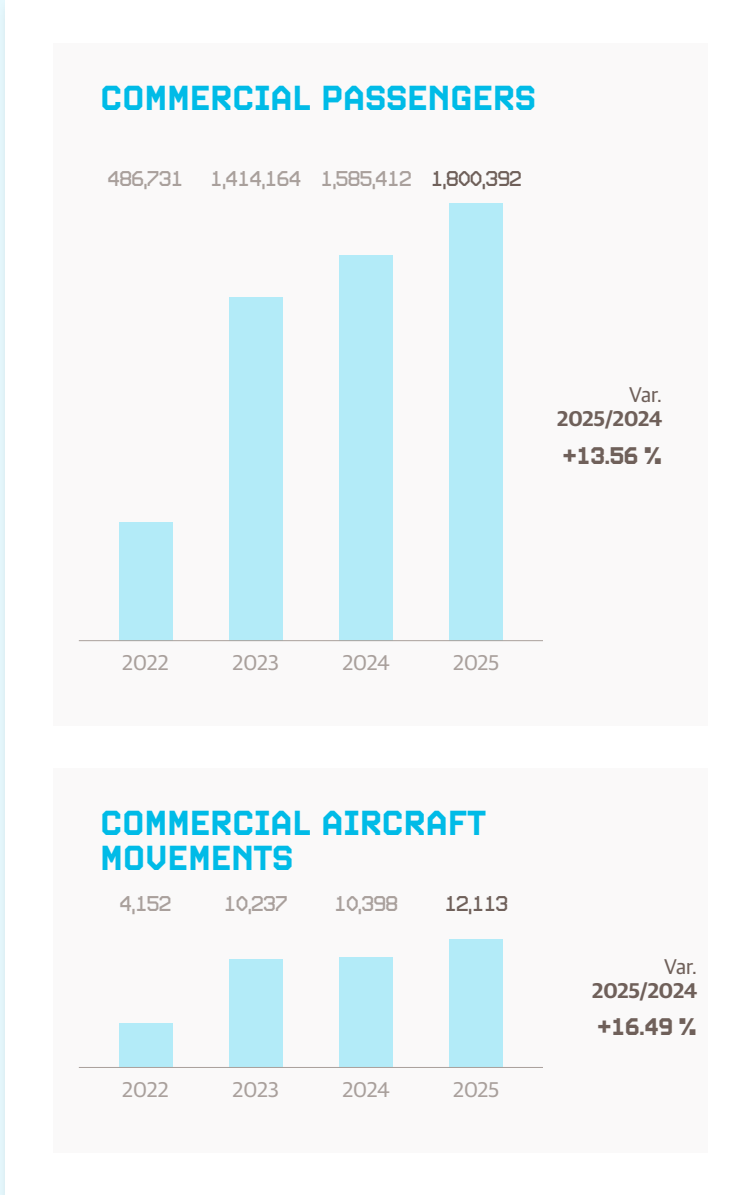
4 Average Daily Equivalent Traffic (ADET) is a metric used in toll motorway management that expresses traffic volumes in terms of a common reference unit —typically a passenger vehicle—by applying equivalency factors that convert each vehicle type according to its weight, size, and impact on infrastructure. By averaging these equivalent traffic volumes over a defined period, typically one year, the metric provides a representative daily value that enables comparisons across different motorway sections, supports maintenance planning, informs differentiated toll pricing structures, and assists in assessing the financial viability of infrastructure projects, regardless of the vehicle mix on each motorway.

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TOLUCA INTERNATIONAL AIRPORT PERFORMANCE



Toluca International Airport recorded its strongest year on record, welcoming **1.8 million passengers** in 2025, driven by the continued recovery of domestic air travel.

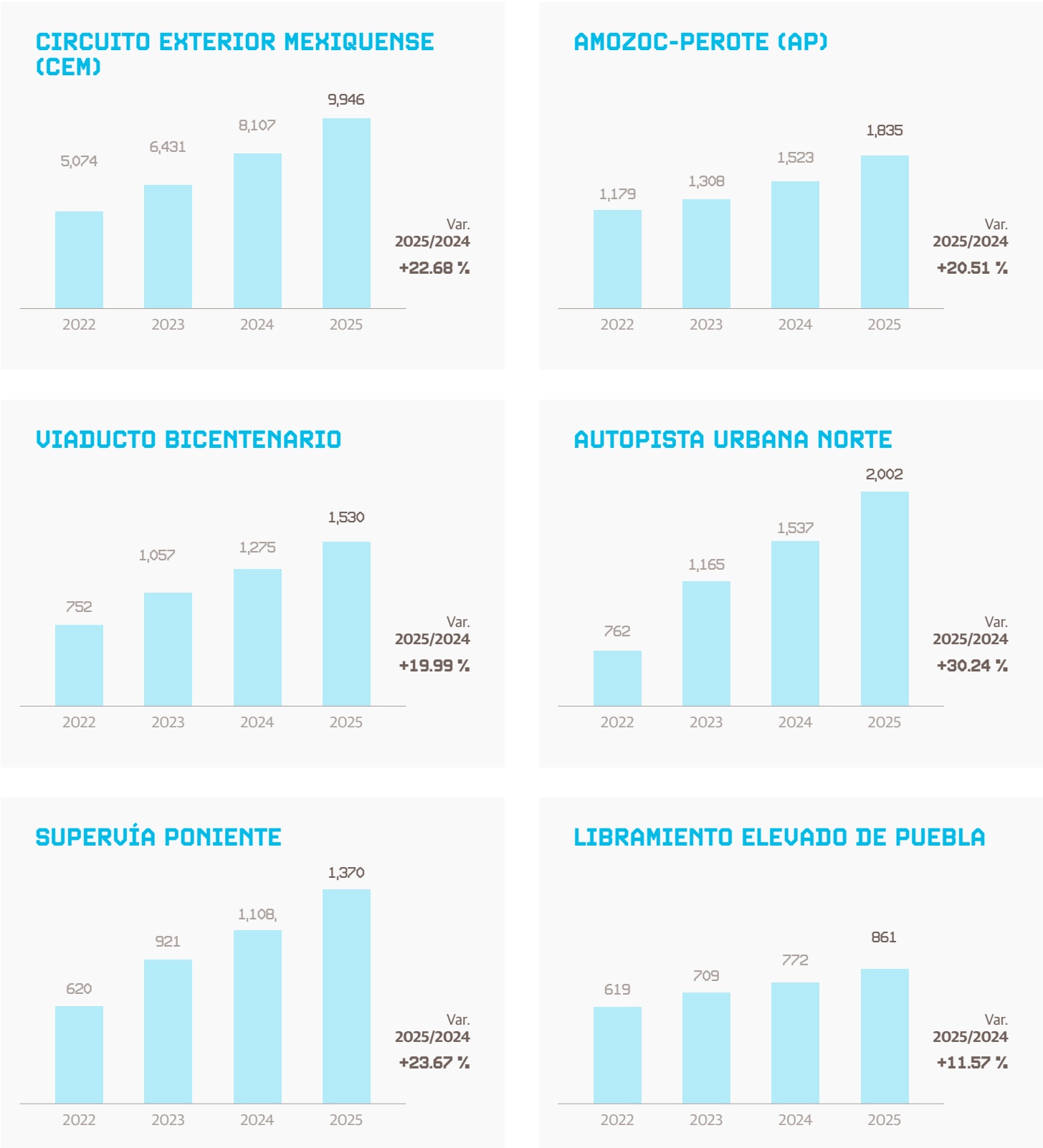
TELEVÍA

In 2025, TeleVía processed **109 million** journeys and issued **478,719** electronic toll tags, representing an increase of **6.92%** compared with the previous year. This performance reinforces TeleVía's role as a key enabler of smarter, more efficient digital mobility. **The growing adoption of the system continues to improve traffic flow, enhance the customer experience and strengthen the operational efficiency of transport infrastructure.**

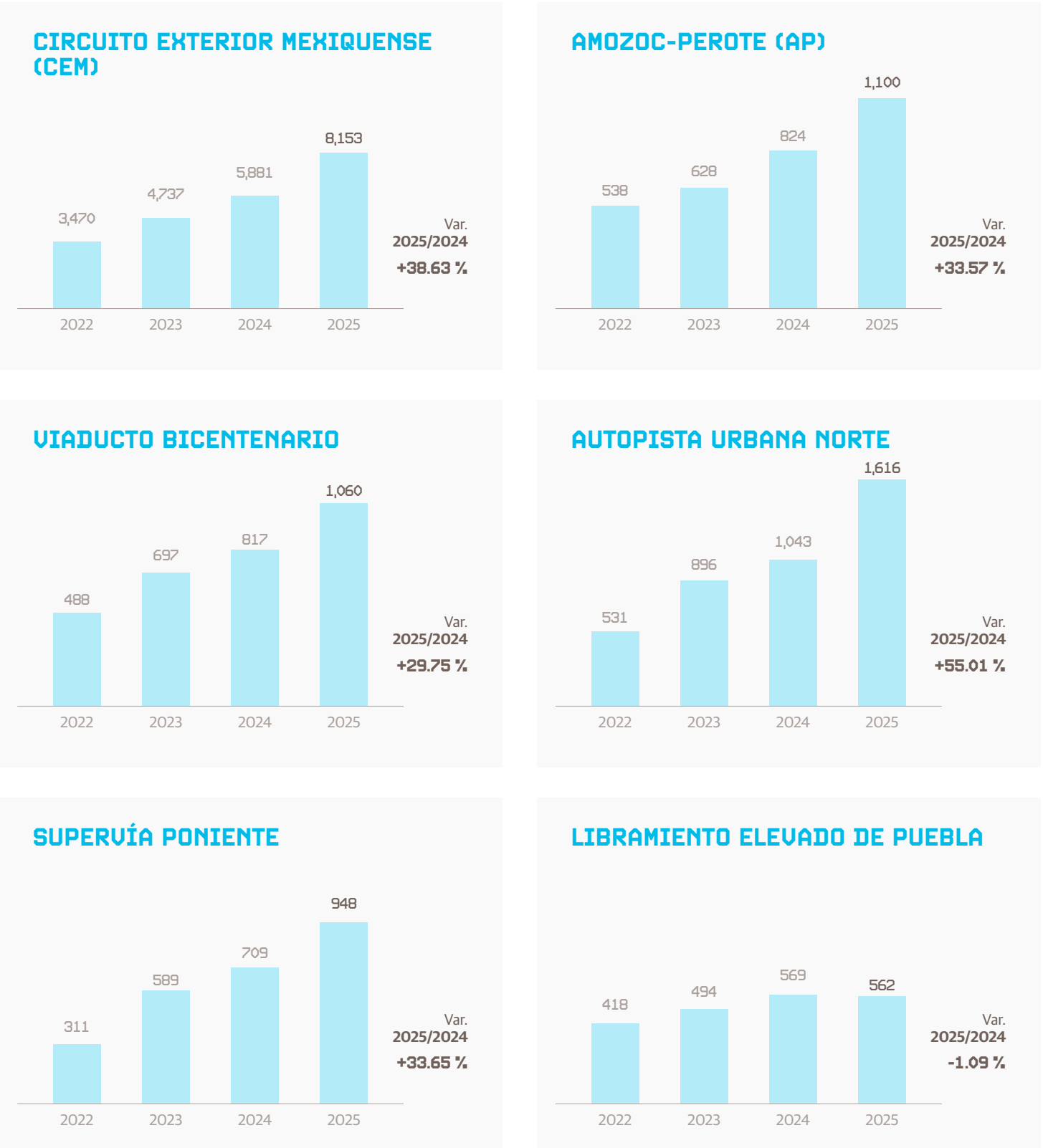


KEY FINANCIAL RESULTS

Toll Revenue (million MXN)



EBITDA (million MXN)



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Reduction in total road traffic accidents in 2025 vs. 2024



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ROAD SAFETY

Despite sustained traffic growth, we reduced the total number of road traffic accidents by 23.6% between 2024 and 2025, while the number of customers injured in road traffic incidents declined by 20.5% over the same period.

However, the number of fatalities increased from 64 in 2024 to 80 in 2025. Our analysis indicates that this increase was driven by the severity of a limited number of incidents –primarily those involving vulnerable road users, including pedestrians, cyclists and motorcyclists, who accounted for 80% of all fatalities—rather than a deterioration in overall road safety performance. To address this challenge, targeted safety measures were implemented on higher-risk sections of the network. For example, on the Amozoc-Perote Motorway, a comprehensive head-on collision prevention programme delivered outstanding results during the 2025 Christmas holiday period, reducing fatalities by 100% and serious injuries by 80% compared with the same period in 2024.

PEOPLE INJURED AND FATALITIES

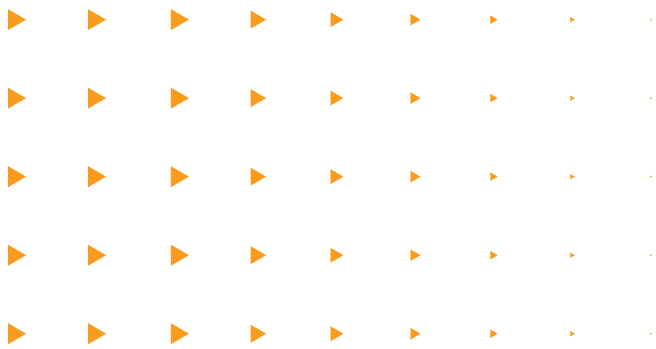
	2022	2023	2024	2025
Minor injuries	263	261	287	228
Serious injuries	138	117	89	71
Fatalities	57	84	64	80

ROAD TRAFFIC ACCIDENTS

	2022	2023	2024	2025
Minor injury accidents	128	155	169	125
Serious injury accidents	76	63	45	38
Fatal accidents	46	60	48	61
Accidents with no casualties	462	807	935	690

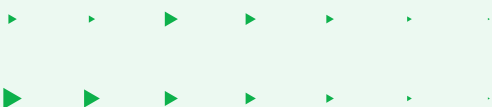


Looking ahead to 2026, we will begin implementing our Road Safety Strategy 2030 **(ESVA2030)**, aligned with the UN Sustainable Development Goals (SDGs) and the Second Decade of Action for Road Safety.





SOCIAL AND ENVIRONMENTAL SUSTAINABILITY



17.7
million MXN
invested in community programmes
(18 projects)

-24.5 %
reduction in Scope 1 and Scope
2 greenhouse gas emissions
compared with our 2019 baseline

996
thousand MXN
donated to community
initiatives

35.76 %
of electricity consumed was
sourced from renewable energy

21.46 %
our colleagues participated in 17
volunteering activities

83.51 %
of waste recovered



Circuito Exterior Mexiquense, México



COMMUNITY INVESTMENT BY BUSINESS UNIT

We allocated 62.9% of our total community investment (11.1 million MXN) to Circuito Exterior Mexiquense (CEM), reflecting its larger scale and broader regional footprint. Atizapán-Atacomulco (AT-AT), though still under construction, led in community projects delivered (five) and ranked second in investment (4 million MXN), showcasing our proactive community engagement. This investment reflects our commitment to delivering projects that create lasting improvements in the quality of life of the surrounding communities.

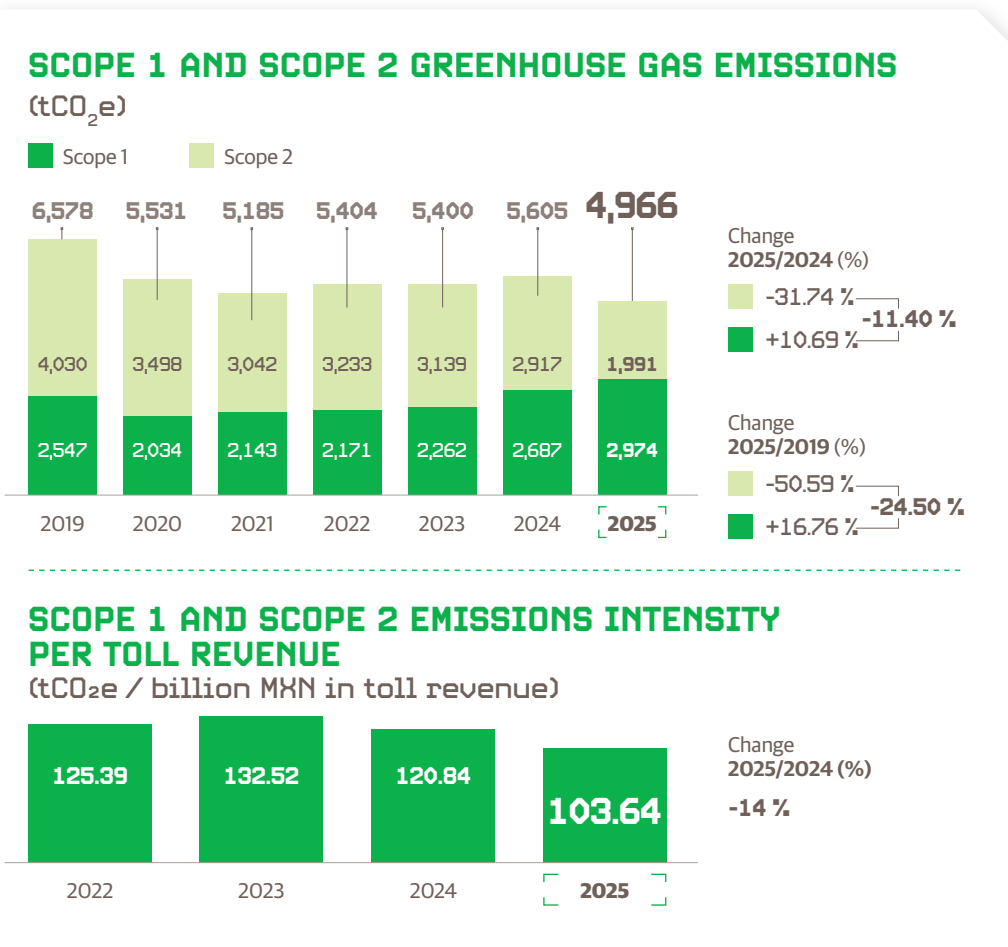
One of the most significant community initiatives in 2025 was the Santa Ana Jilotzingo Greenhouse, developed as part of the AT-AT project in partnership with the local community. The initiative promotes food security, local economic development and employment opportunities through a self-managed productive model. At Supervía Poniente (SP), the La Malinche Social Cohesion Reconstruction Programme delivered initiatives focused on addiction prevention, local entrepreneurship and the participatory restoration of the Linear Park. Projects such as these demonstrate our commitment to creating lasting social value by responding to the needs and priorities of the communities where we operate.



SCOPE 1 AND SCOPE 2 GREENHOUSE GAS EMISSIONS

Our combined Scope 1 and Scope 2 greenhouse gas emissions decreased by 11.40 % in 2025 compared with 2024. During the same period, Scope 1 emissions increased by 10.69 %,while Scope 2 emissions declined by 31.74 %.

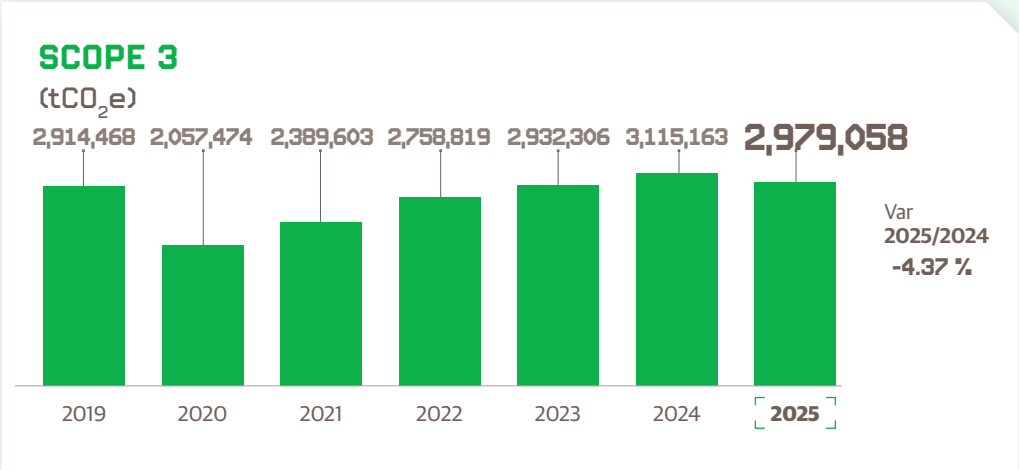
Compared with our 2019 baseline year, combined Scope 1 and Scope 2 emissions have been reduced by 24.50 %.



SCOPE 3 GREENHOUSE GAS EMISSIONS

In 2025, we made significant progress in measuring our Scope 3 carbon footprint by strengthening our calculation methodology with the support of an external consultant. This process enabled us to incorporate all 10 applicable Scope 3 categories under the GHG Protocol⁷ into our emissions inventory, providing a more comprehensive view of emissions throughout our value chain.

Our Scope 3 greenhouse gas emissions decreased by 4.37 % compared to 2024. Most of these emissions are associated with traffic using our motorways, which also declined by 4.37 %. Emissions from purchased materials decreased by 2.75 %, while emissions associated with waste generated increased by 7.51 %.



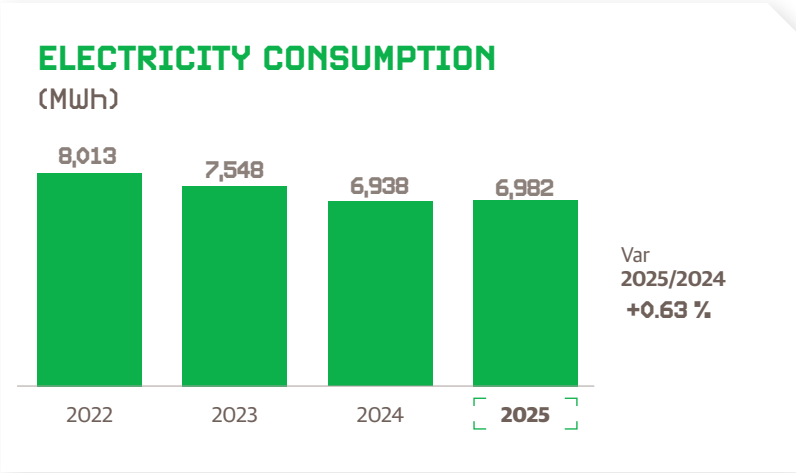
⁷ The Greenhouse Gas Protocol (GHG Protocol) is the world's most widely used framework for measuring, accounting for and reporting greenhouse gas (GHG) emissions across businesses, governments, cities and other organisations. It was developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).



ELECTRICITY CONSUMPTION

During 2025, we expanded our onsite renewable energy capacity through the installation and expansion of two solar farms at AP and one at VB. As a result, electricity generated from onsite solar installations increased by 105 % compared with the previous year.

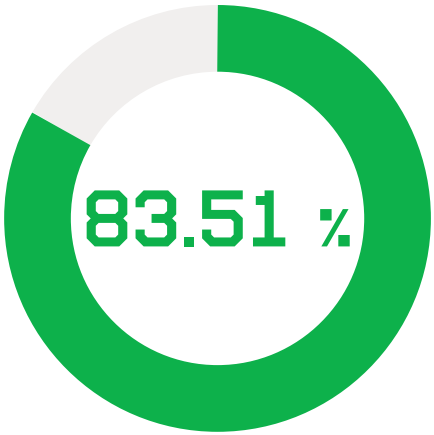
Total electricity consumption remained broadly stable in 2025, increasing by 0.63 % compared with 2024. Of the electricity consumed, El 64.24 % was sourced from the conventional grid, 24.95 % from renewable electricity backed by Energy Attribute Certificates (EACs), and 10.81 % from electricity generated by our onsite solar installations.



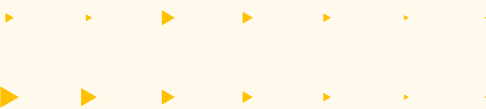
NON-HAZARDOUS WASTE RECOVERY

One of the year's most significant initiatives was the donation of **19,610.29 tonnes of milled asphalt** generated through motorway maintenance activities. Delivered by Amozoc-Perote (AP) to neighbouring communities, the material was used to pave unsealed roads, improving accessibility and local mobility. **This initiative made a substantial contribution to the increase in non-hazardous waste recovery achieved in 2025.**

NON-HAZARDOUS WASTE RECOVERY RATE (2025)



EXCELLENCE IN SERVICE



8.8 / 10

Average customer satisfaction in 2025

74.05

Average Roadside Assistance NPS in 2025⁸

68.46

Average Customer Service NPS in 2025



AVERAGE CUSTOMER SATISFACTION BY BUSINESS UNIT

Business Unit	2023	2024	2025
Circuito Exterior Mexiquense	8.8	9.0	8.7
Autopista Urbana Norte	9.5	9.4	9.1
Viaducto Bicentenario	9.1	9.4	9.0
Amozoc-Perote	9.2	9.3	9.1
Libramiento Elevado de Puebla	9.0	9.4	9.3
Supervía Poniente	7.4	7.1	8.2
TeleVía	9.2	8.5	8.3
Average	8.9	8.9	8.8

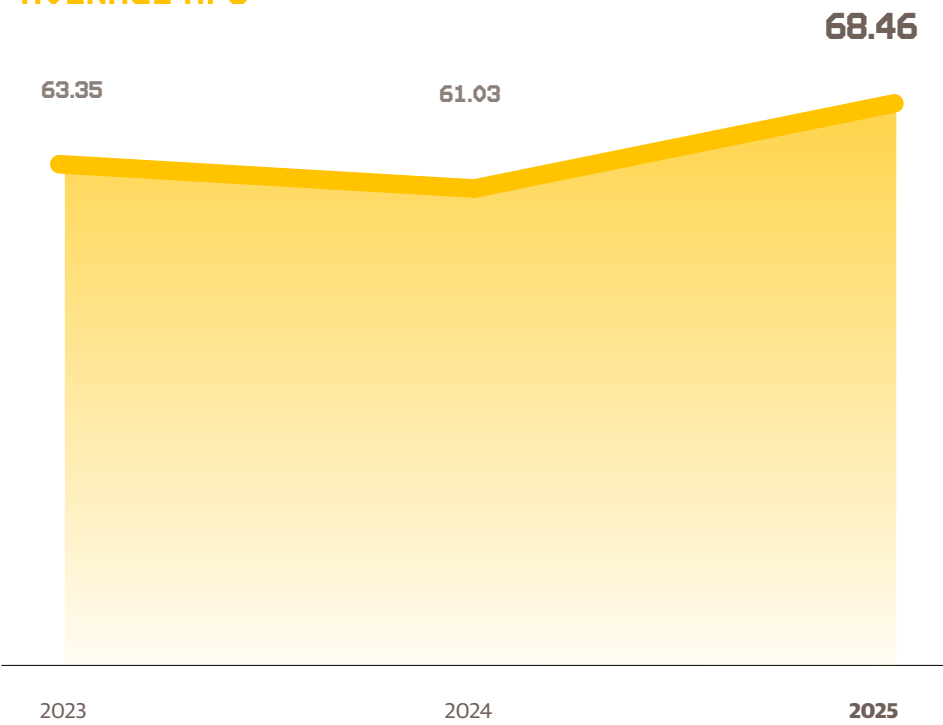
Our average customer satisfaction score remained stable at **8.8 out of 10** in 2025, despite continued growth in traffic volumes, demonstrating the resilience and consistency of our service quality.

⁸ The Net Promoter Score (NPS) is a widely used customer satisfaction and loyalty metric that measures how likely customers are to recommend a product or service to others.

AVERAGE NET PROMOTER SCORE (NPS) BY BUSINESS UNIT

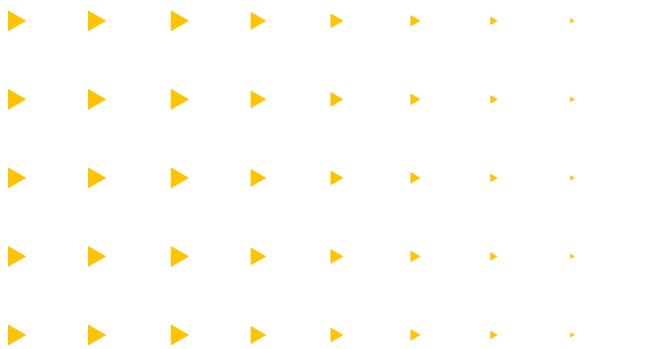
Business Unit	Consumer Service NPS		
	2023	2024	2025
Circuito Exterior Mexiquense	67.91	67.92	72.18
Autopista Urbana Norte	73.86	75.00	72.17
Viaducto Bicentenario	64.62	79.13	64.88
Amozoc-Perote	74.83	77.50	80.28
Libramiento Elevado de Puebla	68.20	59.68	77.34
Supervía Poniente	42.00	16.00	61.00
Televía	52.06	51.96	51.37
Average	63.35	61.03	68.46

AVERAGE NPS



Customer Service NPS recovered strongly in 2025, increasing to 68.46. This improvement reflects initiatives to enhance the efficiency of our contact centre operations, expand digital and self-service channels, and strengthen the work of our Customer Experience Committees.

During 2025, we expanded the ways in which we capture the voice of the customer across Mexico by introducing web-based surveys, short-code roadside assistance numbers and QR codes. These initiatives broadened the pool of survey respondents and enabled us to capture feedback from customers with a wider range of needs and expectations.





ZERO TOLERANCE FOR CORRUPTION

ANTI-CORRUPTION INDICATORS

	2022	2023	2024	2025
Colleagues who completed training on ALEATICA Mexico's Anti-Corruption Policy	1,628	379	1,716	678
Colleagues who completed anti-corruption training or received communications on anti-corruption procedures	100 %	100% of colleagues with computer access	99.7 %	97.84% of colleagues with computer access
Board members who completed anti-corruption training	8	5	2	2
Confirmed corruption cases resulting in disciplinary action	0	0	0	0

No corruption cases were recorded during 2025.

In addition, 98% of administrative colleagues with computer access completed anti-corruption training. Variations in the number of colleagues trained—from 379 in 2023 to 1,716 in 2024 and 678 in 2025—reflect the implementation of our biennial and triennial training cycles.

CODE OF ETHICS AND CONDUCT

Each year, we implement communication and training programmes to reinforce our Code of Ethics and Conduct, Anti-Corruption Policy and internal standards, while promoting the I CARE Ethics Channel as the primary mechanism for reporting conduct that is inconsistent with our values.

The Code of Ethics and Conduct serves as the cornerstone of ethical behaviour throughout the organisation. It guides everyone—from the Board of Directors to frontline colleagues—as well as our interactions with business partners, suppliers, authorities and surrounding communities. The Code is structured around ALEATICA's five corporate pillars.

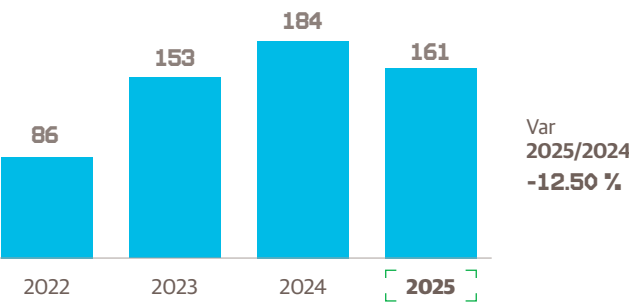
Our Code of Ethics and Conduct is available here.





I CARE ETHICS CHANNEL

REPORTS AND ENQUIRIES RECEIVED THROUGH THE ETHICS CHANNEL



Our I CARE ethics channel reflects a mature speak-up culture. The 161 reports received during 2025 demonstrate colleagues' confidence in the reporting system. Of all reports received, 63% related to workplace climate, 19% to compliance and ethical matters, 9% to conflicts of interest, 5% to safety, 2% to fraud, 1% to sexual harassment, and 1% to enquiries regarding internal company processes.

[Access the I CARE ethics channel here.](#)

INTERNAL AUDIT AND RISK & OPPORTUNITY MANAGEMENT

During 2025, Internal Audit completed the 2023-2025 digital transformation programme by embedding advanced data analytics across business units using SAP. We also aligned our practices with the Global Internal Audit Standards (GIAS) issued by the Institute of Internal Auditors (IIA) and further advanced our integrated assurance model through joint reviews with the Safety and Data Protection teams.

In Risk Management, we consolidated the operational integration with the internal audit initiated in 2024 by systematically embedding risk reviews into audit work programmes and strengthening our coordinated approach under the Three Lines Model.

We also incorporated risk indicators into quarterly reporting to our governance bodies, enabling more dynamic, data-driven oversight, while updating our risk taxonomy and assessment criteria to ensure consistency and comparability across the Group.



We kept our certification for ISO 31000 and improved our risk culture by providing more training and closely watching new risks, like artificial intelligence, climate change, and cyber threats, which helps us make better decisions in a more complicated working environment.

Overall, 2025 marked the maturation of our integrated internal control framework, with the Three Lines Model operating in a coordinated manner and governance bodies making decisions based on timely, data-driven information. This positions us well to address the regulatory and operational challenges ahead in 2026.



PASSION FOR OUR TEAM



2,250

Colleagues (+3.9% vs. 2024)

37 %

Women in our workforce (2025)

59,613

Training hours delivered in 2025

20 %

Vacancies filled through internal
promotion in 2025



OUR PEOPLE

THE GROWTH IN OUR FEMALE WORKFORCE (+15.4%) WAS MORE THAN FOUR TIMES THAT OF OUR MALE WORKFORCE **(+1.6%)**, REFLECTING OUR CONTINUED FOCUS ON ATTRACTING FEMALE TALENT. HYBRID WORKING ARRANGEMENTS NOW APPLY TO **25.3%** OF OUR WORKFORCE **(569 COLLEAGUES)**, DEMONSTRATING OUR COMMITMENT TO A FLEXIBLE AND MODERN WORKPLACE.

DEVELOPING THE BEST TEAM

In 2025, ALEATICA Mexico reaffirmed its commitment to the continuous development of its people as a core element of the Vive Strategy, which is designed to foster a culture built on respect, support, inclusion, communication and collaboration. Through this strategy, we create opportunities for professional growth, enabling our people to develop their capabilities, contribute their talents and support the achievement of the Company's strategic objectives.

During the year, colleagues completed **59,613 hours of training, averaging 26.5 hours of training per colleague.** Overall, **93% of colleagues participated** in training relevant to their professional development, reflecting the company's commitment to providing broad and accessible learning opportunities across the organisation.



FEMALE TALENT AT ALEATICA MEXICO

Female representation in leadership positions increased by 5.5% over the past two years, rising from 27.0% to 32.5%, which represents positive progress towards greater gender balance in leadership. A gap of 4.5% remains between women's representation across the overall workforce (37%) and their representation in leadership positions (32.5%). This gap continues to narrow through the strengthening of our leadership programmes and our ongoing commitment to diversity, equity and inclusion. Women represented 38.4% of operational roles in 2025, exceeding their overall representation within the workforce (37%), indicating that greater gender diversity is also being achieved in frontline operational positions.

	2023	2024	2025
Women as a percentage of the total workforce	35.0 %	35.6 %	37.0 %
Women in leadership positions	27.0 %	31.5 %	32.5 %
Women in middle management positions	31.0 %	30.6 %	30.3 %
Women in operational positions	36.0 %	36.7 %	38.4 %





CONTACT INFORMATION

Visit us at

<https://www.aleatica.com/>

Chief Executive Officer, ALEATICA Mexico:

Rubén López Barrera.

Industry:

Transport Infrastructure Operations.

Business activity:

Specialised operation of transport infrastructure, including motorways, transport corridors and airports.

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