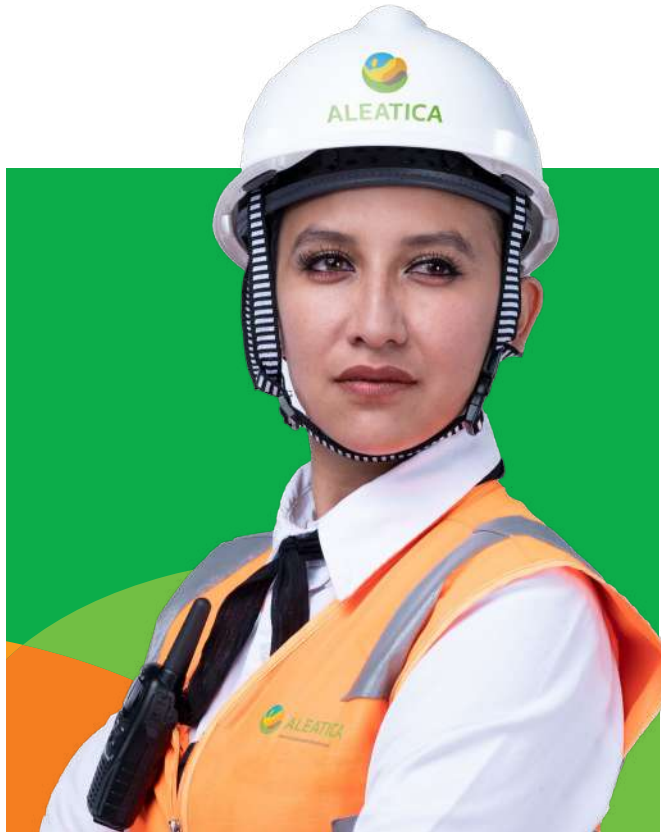


# On a journey to sustainability leadership



# Greeting and about this Report

GRI 2-1, 2-3



Welcome to Grupo ALEATICA's 2022 Annual Integrated Non-Financial Information Report. Within these pages, we will cover the results for fiscal year 2022 of our Sustainability Strategy, as well as data and metrics related to our financial results and the economic, social and environmental performance of ALEATICA's Consolidated Units<sup>1</sup>.

We have aligned the contents of this report to a Materiality Analysis conducted globally across several of the company's Business Units. Our goal is to present information relevant to our industry and assess the risks and impacts relevant to our shareholders and key stakeholders alike.

This report communicates ALEATICA's achievements in business operations and in the positive impacts we generate for society and our planet.

We prepared this report based on the Standards of Global Reporting Initiative (GRI) and International Sustainability Standards Board (SASB - IFRS Foundation).

1. **ALEATICA's Consolidated Business Units** are: Circuito Exterior Mexiquense (CONMEX) - Mexico, Grupo Autopistas Nacionales (GANNA) - Mexico, Viaducto Bicentenario (VB) - Mexico, Autopista Urbana Norte (AuNorte) - Mexico, Atizapán - Atlacomulco (AT-AT) - Mexico, TeleVía - Mexico, Puente Industrial (PI) - Chile, Camino Nogales-Puchuncaví (CANOPSA) - Chile, Autopista Río Magdalena (ARM) - Colombia, Autopista del Norte (AuNor) - Peru, Euroglosa 45 - Spain, Terminales Marítimas del Sureste (TMS) - Spain, Terminal de Contenedores de Tenerife - Spain and BreBeMi - Italy.

## Website:

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

## Chief Executive Officer:

Mr. David Díaz Almazán.

## Business Sector:

Transportation infrastructure operators

## Activity:

Pure transportation infrastructure operator of roads, corridors, ports, railroads, and airports

## Countries of Operation:

Mexico, Spain, Peru, Chile, Colombia, and Italy

## Dissemination and review of the Annual Non-Financial Information Report:

This report is reviewed by all functional areas, management of all countries and David Díaz Almazán - ALEATICA's Chief Executive Officer. It is disseminated through the ALEATICA website, email and the Global Compact platform.

## Report preparation cycle:

Annual

## Point of contact:

Financial Information: CFO - Gabriel Núñez - [gabriel.nunez@ALEATICA.com](mailto:gabriel.nunez@ALEATICA.com)

Non-Financial Information: Global Director of Sustainability

and Customer Service - Vanessa Silveyra - [vanessa.silveyra@ALEATICA.com](mailto:vanessa.silveyra@ALEATICA.com)





# Message from Management/ CEO Statement

GRI 2-22

We aim to create value for all our stakeholders and generate positive impacts for society and our planet.

**David Díaz**  
Chief Executive Officer ALEATICA S.A.U.



Global energy-related CO<sub>2</sub> emissions increased by 0.9% in 2022, reaching a total of 36.8 Gt – the highest level recorded yet<sup>2</sup>.

Global energy-related CO<sub>2</sub> emissions increased by 0.9% in 2022, reaching a total of 36.8 Gt – the highest level recorded yet.<sup>2</sup> Although the growth in emissions is lower than global GDP (at an estimated 3.2%), this new high shows that there is a pressing need for society and organizations to double down on their sustainability commitments. The transport sector is responsible for a significant share of CO<sub>2</sub> emissions. At ALEATICA, we are acutely aware that we play a key role in helping to reduce transport emissions in order to mitigate climate change.

We aim to create value for all our stakeholders and generate positive impacts for society and our planet. Our strategy to achieve this is based on five sustainability pillars, which reflect our corporate culture and how we approach our daily operation. Our pillars align with our ESG (environmental, social and governance) principles, which are incorporated throughout the organization.

1. Our **Safety first** pillar reflects our safety culture, as safety is a fundamental part of decision-making throughout ALEATICA. We are a sector leader in safety standards and protocols, with the support of our shareholder IFM, and are focused on reducing occupational accidents. In 2022, I am pleased to note that

we achieved a 36% reduction in our lost time injury frequency rate compared to the previous year.

The safety of our customers is also a priority. This year, we created the ALEATICA Foundation for Road Safety, through which we seek to help create a tangible positive impact in countries with high accident rates where we operate. The Foundation aims to promote the right to safe mobility for all people, and to contribute to the United Nations goal of reducing road fatalities by 50% by 2030, in line with its Second Decade of Action for Road Safety.

2. We are focused on **social and environmental** sustainability through our climate change mitigation strategy, and committed to reducing our own carbon footprint. Through this pillar, we are innovating with sustainability and replacing fossil fuel vehicles with electric vehicles (EV), increasing the use of clean renewable energies, and upgrading office equipment to increase energy efficiency. We believe these actions are key to reducing CO<sub>2</sub> emissions across our business units. In 2022, we incorporated sustainability evaluation into our supplier selection criteria and obtained six ISO 14000 certifications, representing another milestone in our commitments.

2. International Energy Agency, CO<sub>2</sub> Emissions in 2022

## Message from Management

“At ALEATICA, we seek to be an example of responsible leadership in every market in which we operate.”

A major 2022 highlight that combines sustainability and innovation is the “Arena del Futuro” circuit, where EVs can be charged wirelessly while ‘on-the-go’. I am excited that zero-emission mobility is becoming a reality. We have collaborated with companies, universities and the public sector to develop an innovative zero-emission system for the mobility of people and goods along motorway transport corridors. Promoted by the BreBeMi Business Unit in Italy, “Arena del Futuro” demonstrates the effectiveness and efficiency of supplying energy to EVs through a wireless inductive charging system.

I am proud of the many local programs and projects that we develop, where we seek to be an agent of social contribution and respond to the real needs of communities where we operate. We run several important ALEATICA projects aimed at water management and promoting its efficient use, a scarce resource in many regions. To support our communities, we support a program to train and integrate women in areas with a high rate of violence in the State of Mexico, and we also run a program to support new entrepreneurs in Colombia.

3. Our **passion for our team** drives us to continue caring for our 2,452 employees, who are one of the foundations of our business success. Through this pillar, we take seriously the care of their health and well-being, and invest in their professional development, which is why in 2022 we increased employee training hours by 20%. We continue to promote inclusive participation at ALEATICA, and we are increasing the balance of women in leadership positions. We firmly believe that diversity of talent will make us better.

## +20% hours

in employee training

4. We strive for **excellence in service**, which translates into greater customer satisfaction and loyalty. This is reflected in our 2022 customer satisfaction survey, which showed an average score of 9.2, an increase of three points over the previous year. These results encourage us to continue our efforts to improve our customer experience at every step of the way.
5. All our pillars are underpinned by **corporate integrity**. During 2022, we carried out employee training in our Code of Ethics and Anticorruption Policy, strengthened our new ethical channel, “I CARE”, and updated our risk framework to incorporate ESG factors. We also strengthened the NIST-CSF (National Institute of Standards and Technology Cybersecurity Framework) cybersecurity framework, which aims to reduce the risk linked to cybersecurity threats that may compromise data security.

Through our ESG Committee, we manage compliance with our strategy and goals. I would like to thank the entire ALEATICA team for their commitment and dedication, which led to excellent financial results in 2022. Over the past year, we generated over a billion euros in net sales (34% increase vs. 2021), with a consolidated net income of 440 million euros (44% increase vs. 2021).

## 1.089

billion euros in net sales

At ALEATICA, we seek to be an example of responsible leadership in every market in which we operate. We are fully aware that there is still a long way to go, but we have a clear commitment to continue moving forward with our sustainable vision, while always providing value to our stakeholders.

Over the year ahead, we will face new challenges as we continue our journey to sustainability leadership in our markets. We are moving forward with great motivation and commitment, and are committed to adhering to our sustainability pillars so we can create value for all our stakeholders.

**David Díaz**  
Chief Executive Officer  
ALEATICA S.A.U.

# Q&A with our Global Sustainability and Customer Service Management

GRI 2-22

## Why has ALEATICA incorporated social and environmental sustainability into its business strategy?

We are well-positioned to be a steward for positive change. We have a physical presence along 979.8<sup>3</sup> concessioned kilometers in Spain, Italy, Chile, Peru, Colombia and Mexico, serving an annual traffic of 3.6 trillion vehicle-kilometers on highways, as well as 244,621 movements and 129,844 tons of cargo at ports in 2022.

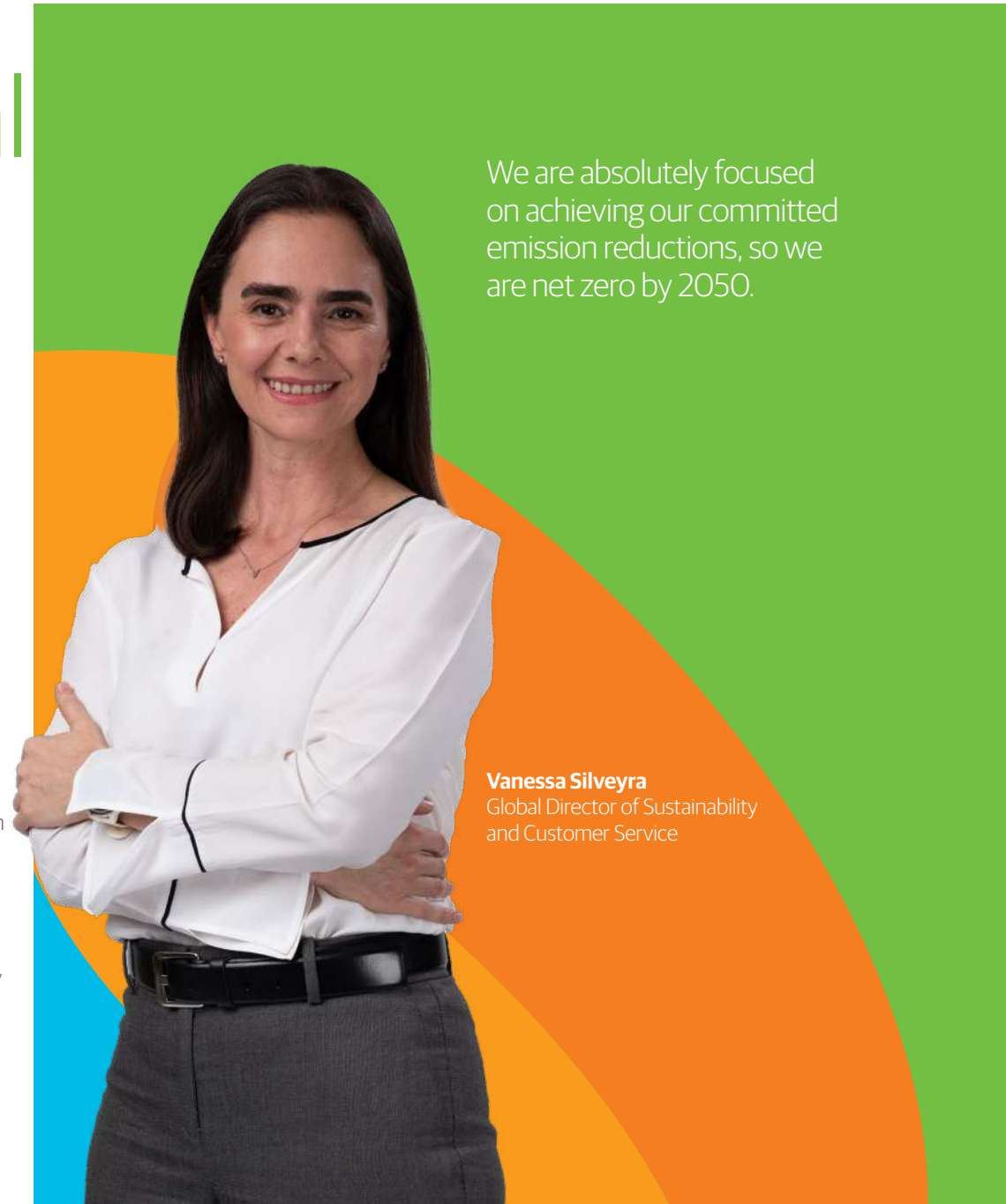
## In the context of unprecedented global challenges, companies are under pressure to demonstrate they are tackling environmental and social issues: where does ALEATICA focus its efforts?

We want to provide an excellent service to our customers and to fulfil our value proposition: offering safe, agile, and comfortable trips that exceed their expectations. Road safety is our

priority, and we are committed to the UN's Second Decade for Road Safety, which aims to reduce road accidents by 50%. These two issues are very relevant to our stakeholders, and reflected in our materiality analysis, as well as in the sustainability plans of each business unit.

As a global company aligned with the UN Global Compact, we are committed to operate based on its 10 principles on human rights, environment, and anti-corruption, and to contribute, in a quantifiable way, to some of the 17 UN Sustainable Development Goals for 2030. These include climate change [both its Mitigation and Adaptation axis, based on diagnoses made jointly with expert partners to implement a Carbon Management System and an Adaptation and Resilience Management System] and the issue of human rights in business, which includes the health and safety of our employees, customers, neighbors, and communities. Respecting and

3. The total concessioned to date is 979.8 km: 810 km in operation at the end of 2022 and 169.8 km to be built in Consolidated Business Units (to be built: AT-AT = 77 km, Puente Industrial = 6.5, CANOPSA = 16 km and ARM = 70.3 km).



We are absolutely focused on achieving our committed emission reductions, so we are net zero by 2050.

**Vanessa Silveyra**  
Global Director of Sustainability and Customer Service



protecting human rights in our management and operation systems is a high priority. We are developing a responsible supply chain, guided by international standards on social and environmental sustainability. I believe that if we address these issues as a priority, we will align what we say, what we seek and what we do at ALEATICA with what is fundamental for the planet and humanity.

**What has been key to achieving results on your path to sustainability?**

There are several drivers that keep us focused:

- our conviction of our role as a positive steward;
- forming a team that is passionate about this;
- establishing alliances with experts in different social and environmental issues;
- developing a sustainability strategy based on methodology; adhering to sustainability standards and frameworks that allow us to be accountable and report the indicators that legally correspond to us, based on international best practices;
- constantly seeking to improve and evolve; collaboration between areas;
- having a controlling shareholder, a Board, a CEO, and a Steering Committee that are governed by the same conviction.

**Who have been ALEATICA's key partners in advancing your sustainability journey?**

Our controlling shareholder, IFM, the Board, our CEO, our different functional areas, Business Units, and expert consultancies have all helped us to implement our sustainability strategy, develop our Sustainability Report and our climate change mitigation strategy. They have also supported us in



implementing social and environmental projects to address identified material issues, legal compliance, risk prevention and mitigation, and proactive actions from each Business Unit.

**What sustainability challenges does ALEATICA face?**

We want to strengthen our relationship with suppliers in terms of social and environmental sustainability, and will continue to implement standards in our supply chain over the coming year. We are absolutely focused on achieving our committed emission reductions, so we are net zero by 2050. We will do this by strengthening our culture of social and environmental sustainability across all our Business Units and with our partners, supported by specific social and environmental risk management to prevent and mitigate any challenges.

**Vanessa Silveyra**

Global Director of Sustainability and Customer Service

# Who we are and What we do

GRI 2-1, 2-2, 2-4, 2-6

## Corporate Philosophy

At ALEATICA we provide smart, safe and sustainable mobility solutions that a world on the move requires, backed by cutting-edge technology that anticipates customer needs.

We work every day to improve the quality of life of our customers, employees, shareholders, and suppliers, as well as the conditions in our environment. We develop technological projects for sustainable mobility and generate alliances with organizations committed to caring for the environment.

Through our actions we create safe roads. In this way, the pillars of the company are strengthened in all our actions and projects.



### Safety First

Safety is and always will be our top priority. We take care of every customer, every person, and every employee. That's ALEATICA's culture.

 page 29 in this report



### Passion for the Team

Our people, with their commitment, passion, and vision, make it possible to achieve the results and the mission. We recognize their effort, commitment, and collaboration. We enjoy both work and personal life.

 page 58 in this report



### Service Excellence

Our raison d'être is people, we owe it to them. We serve and care for our customers. We apply a systemic and innovative approach to provide a high value-added service. We are allies of our customers.

 page 73 in this report



### Social and Environmental Sustainability

For ALEATICA, if what we generate is not sustainable, it is not development. We respect and strive to improve the environmental and social environment in which we operate. We promote human rights and encourage social inclusion.

 page 85 in this report



### Corporate Integrity

We apply the highest standards of corporate governance. We adopt international best practices to ensure transparency. We seek efficiency and integrity in the service provided, guaranteeing our customers the best quality of service.

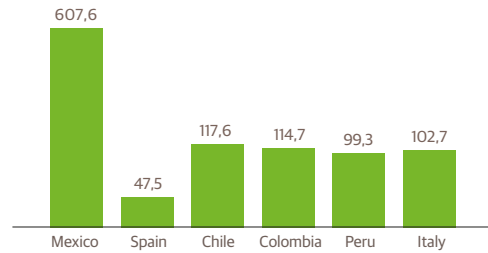
 page 119 in this report

# Net Sales

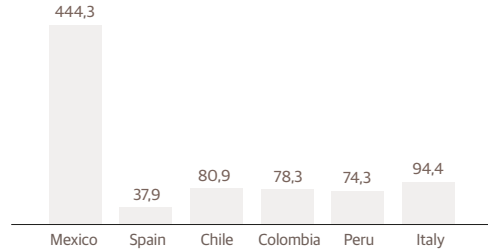
Net sales<sup>4</sup> (Millions of euros)

2022

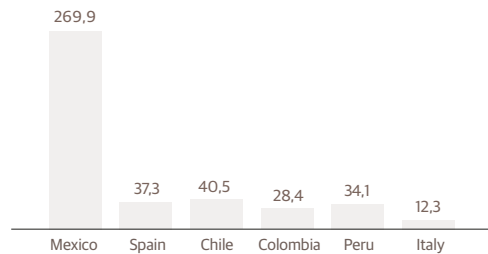
**1,089.4Mn€**



2021: 810.1Mn€



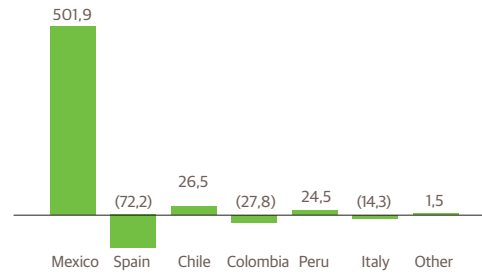
2020: 422.5Mn€



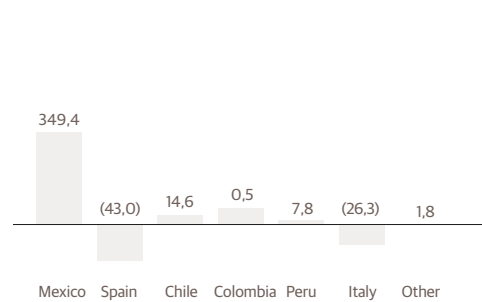
Profit after Tax (Millions of euros)

2022

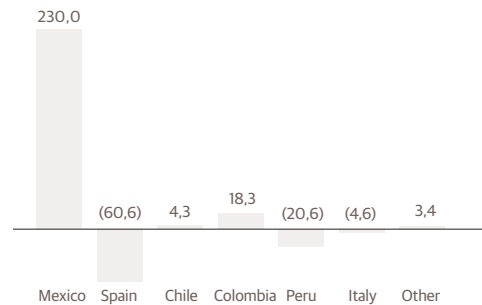
**440.1Mn€**



2021: 304.8Mn€



2020: 170.2Mn€



Staff Costs (Thousands of Euros)

2022

**87,091Th€**

2021: 100,086 Th€    2020: 71,262 Th€

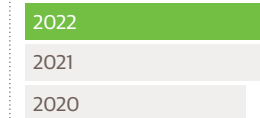


Asset Investment (Millions of euros)

2022

**6,278.4Mn€**

2021: 5,756.4Mn€    2020: 5,283.2Mn€



4. Sales generated by the business, excluding IFRIC sales (sales from the construction business) totaled 712 million euros in 2022.



# Business Units and geographic location<sup>5</sup>

GRI 2-1, 2-2 and 2-4



At ALEATICA, according to the operation of each Business Unit, operations could be classified in different ways: holding of shares and/or any activity related to the construction, development, and operation of Business Units.

| Mexico | Business Units                                | Ha                                                       | Km In Operation | Km To Be Built | ADT <sup>6</sup> / AEPT <sup>7</sup> |
|--------|-----------------------------------------------|----------------------------------------------------------|-----------------|----------------|--------------------------------------|
|        |                                               | <b>Circuito Exterior Mexiquense (CONMEX)<sup>8</sup></b> | NA              | 118.8          | 0                                    |
|        | <b>Grupo Autopistas Nacionales (GANA)</b>     | NA                                                       | 123             | 0              | 47,174 AEPT                          |
|        | <b>Viaducto Bicentenario (VB)<sup>9</sup></b> | NA                                                       | 22              | 0              | 29,758 ADT                           |
|        | <b>Autopista Urbana Norte (AuNorte)</b>       | NA                                                       | 9.8             | 0              | 48,084 ADT                           |
|        | <b>Atizapán - Atlacomulco (AT-AT)</b>         | NA                                                       | 0               | 77             | Construction phase                   |
|        | <b>TeleVía<sup>10</sup></b>                   | NA                                                       | NA              | NA             | NA                                   |

Employees  
**1.624**

5. Only companies that are fully consolidated or over which Grupo ALEATICA has control are included in this report. Those NOT included are: Autopista Vespucio Oriente, Aeropuerto Internacional de Toluca, Libramiento Elevado de Puebla, Supervía Poniente, Autovía A-2 - Tramo 1, Metro Ligero Oeste.

6. Average Daily Traffic (ADT). Total km traveled by all highway customers, divided by total km in highway operation. This measure represents the number of customers that would have traveled the total km of the highway in operation.

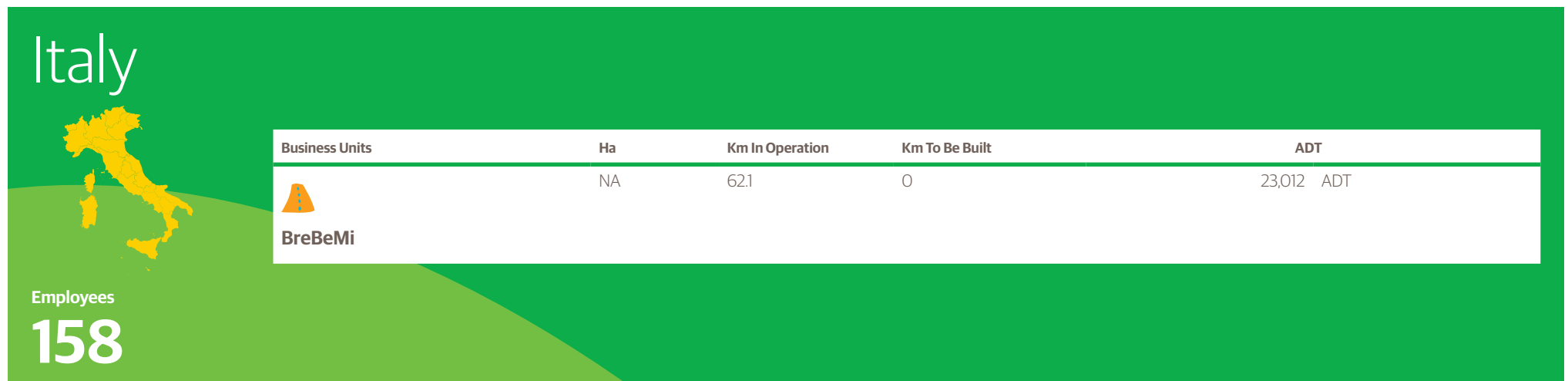
7. Average Equivalent Paying Traffic (AEPT).

8. Circuito Exterior Mexiquense (CONMEX) has a total length of 155 km. It circles Mexico City's Metropolitan Area from north to south in the east and from east to west at its northern end. The project is structured in four phases. Phases I, II and III are currently in operation and total 110.7 km. In 2022, the interconnection with AIFA was put into operation, which means an additional 8.1 km.

9. Viaducto Bicentenario (VB) is an elevated highway that extends over Periférico Norte of the Metropolitan Area of the Valley of Mexico, up to kilometer 44 of the Mexico-Querétaro Highway, with a length of 32 km. The project is structured in three phases: Phase I is currently in operation and is reversible, consisting of a 22 km viaduct between the ex-Toreo and Tepalcapa; Phase II, with 5 km in operation, consists of a viaduct parallel to the current reversible highway; and Phase III will extend into both viaducts by 10 km in the future. Phase I (22 km) and Phase II (5 km) are parallel viaducts, so they do not add up and they total 22 km.

10. Business Unit dedicated to Information Technology / Electronic Toll Collection Service.

## Business Units and geographic location



11. Number of accumulated TEU (Twenty-foot Equivalent Unit) movements.

## Business Units and geographic location



12. Average Tons of General Merchandise. Monthly indicator.

13. The total route of the CANOPSA Business Unit is 43 km, oriented from east to west for 27 km, adding 16 km of new roads, corresponding to the Puchuncaví Bypass (7 km) and the Ventanas Bypass (9 km). Currently, only the first 27 km are in operation.

14. The Port Concession Contract for Terminal 2 of the Port of Valparaíso in favor of TCVAL was in force until March 15, 2022. The above, in accordance with the way-out clause established in the Concession Title. On that date the concessioned asset was returned, but the company will continue to be active and will appear in the consolidated accounts for a period in accordance with the provisions of the Concession Title.


15. Autopista Río Magdalena (ARM) will have a total length of 153.3 km, of which 82 km will be new construction and the remaining 71.3 km will be renovation and improvement of the existing route. As of 2022, 83 km are in operation.



## Business Units and geographic location

# Peru



| Business Units                                                                                                | Ha | Km In Operation | Km To Be Built | AEPT        |
|---------------------------------------------------------------------------------------------------------------|----|-----------------|----------------|-------------|
|  Autopista del Norte (AuNor) | NA | 356             | 0              | 77,946 AEPT |

Employees

# 260

## Annual Traffic (trillions of veh-km)

(trillions of veh-km)

2022

# 3.6

2021: 3.2<sup>16</sup>

2020: 2.3

2022

2021





2020

<sup>16</sup> 3.2 trillion veh-km in 2021 including BreBeMi, without this new operation annual traffic would be 2.8 trillion veh-km in 2021, i.e., BreBeMi contributed 0.4 trillion veh-km in 2021.



# Markets served

GRI 2-6

| Country                                                                                                | Markets Served                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>MEXICO</b><br>     | <ul style="list-style-type: none"> <li>• <b>CONMEX</b> intersects 19 municipalities in the State of Mexico and interconnects the most densely populated areas of Mexico City's Metropolitan Area and six of the main entry roads to Mexico City. The sectors served are mainly motorists, transporters, and companies. The beneficiaries of this road are the inhabitants of the region, as well as travelers in light vehicles, heavy vehicles, and passenger buses.</li> <li>• <b>GANÁ</b> goes across the states of Puebla, Tlaxcala, and Veracruz. The main sectors served are motorists, transporters and companies, and the types of customers served by the highway are light vehicles, heavy vehicles, and vacationers.</li> <li>• <b>AuNorte</b> goes across the Miguel Hidalgo, Álvaro Obregón and Benito Juárez municipalities. Starts at Toreo and ends at Avenida San Antonio (Mixcoac). It connects the north of Mexico City with Viaducto Bicentenario towards the Querétaro highway and the south with Segundo Piso Libre, towards the Cuernavaca highway.</li> <li>• <b>Viaducto Bicentenario</b> links the State of Mexico with Mexico City, going across the municipalities of Naucalpan, Tlalnepantla and Cuautitlán Izcalli, with great influence in the metropolitan area of these three municipalities with Atizapán, Tultitlán, Cuautitlán and Tepotzotlán. Connects with AuNorte, the Mexico-Querétaro Highway, CONMEX and the Chamapa-Lechería Highway.</li> <li>• <b>TeleVia</b> is present in 31 Mexican states and Mexico City. The market served is customers of business and consumer electronic toll services, as well as road concessions that use electronic toll collection.</li> <li>• <b>AT-AT</b> is currently under construction and will connect the northwest of Mexico City with the north and west of the country, as well as the cities of Querétaro and Guadalajara.</li> </ul> |
| <b>CHILE</b><br>    | <ul style="list-style-type: none"> <li>• <b>Puente Industrial</b> is under construction. The project will provide connectivity to the Biobío region, connecting mainly the ports.</li> <li>• <b>CANOPSA</b> is located in the municipalities of Nogales and Puchuncaví, in the provinces of Quillota and Valparaíso, respectively. The sectors served are tourism, local commerce, the industrial sector (mining and port) and the types of clients and beneficiaries are residents of the towns where the Business Unit is located, such as tourists, mining and transportation companies.</li> <li>• <b>TCVAL</b> is located in Espigón del Puerto de Valparaíso and connects with the main ports of the South American coast. The types of customers are importers, and the beneficiaries are consumers. As of March 15, 2022, it is no longer part of ALEATICA's Consolidated Units.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>COLOMBIA</b><br> | <ul style="list-style-type: none"> <li>• <b>ARM</b> goes across the municipalities of Remedios, Vegachí, Yalí, Yolombó, Maceo and Puerto Berrío in the Department of Antioquia and the Municipality of Cimitarra in the Department of Santander. The sectors served are road customers and neighboring communities.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>PERU</b><br>     | <ul style="list-style-type: none"> <li>• <b>AuNor</b> is part of Peru's Northern Pan-American Highway and constitutes an important communication and trade axis in the north of the country. The main sectors are heavy freight, interprovincial public transportation, private transportation, tourism (archeological, beach, and gastronomic), export agribusiness, fishing, and mining.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

## Markets served

| Country                                                                                           | Markets Served                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SPAIN</b><br> | <ul style="list-style-type: none"> <li>• The markets served by <b>Euroglosa M45</b> are the municipalities of Madrid, Leganés and Getafe.</li> <li>• The <b>TMS</b> container loading and unloading service is carried out from the port of Alicante, serving customers, shipping companies, cement companies, carriers, and customers of the passenger terminal management.</li> <li>• <b>TCT</b> provides services at the Tenerife terminal work center. The customers are the different shipping lines, and the beneficiaries are the entire logistics chain, from the carriers, through consignees, shippers and finally to the receiver of the goods.</li> </ul> |
| <b>ITALY</b><br> | <ul style="list-style-type: none"> <li>• <b>BreBeMi</b> connects Milan with Brescia and serves one of the richest and most industrialized areas of Italy. BreBeMi provides access to Linate airport from the east and to several distribution and logistics centers between Milan and Brescia, benefiting travelers and supply chain agents.</li> </ul>                                                                                                                                                                                                                                                                                                               |





# CONMEX/AIFA Interconnection Work

Mexico's current National Development Plan, unveiled by the country's presidency in 2019, included the creation of Felipe Angeles International Airport (AIFA in Spanish) to form the triad of air terminals in the central region of the country.



The AIFA is interconnected with the Circuito Exterior Mexiquense (CONMEX) as access roads. This interconnection is an infrastructure and engineering project consisting of an elevated viaduct distributor made up of six links. These consist of three entrances and three exits that provide access to the three main travel generating areas in the center of the country, which are Toluca, Querétaro and Mexico City. The project represents one of the most complex mobility solutions in the country, making it the second largest distributor road in Mexico.

**This project took 16 months to be completed and generated**

**5,400 jobs:**

1,200 direct and 4,200 indirect.

Throughout the construction process we adopted a holistic approach driven by a vision of social and environmental sustainability:



## For ALEATICA, Safety is First.

The work was carried out under the highest health and safety standards and protocols for employees, suppliers, customers, and community members.



In the environmental area, in addition to obtaining the resolutions corresponding to the environmental impact statements, more than 1,900 trees were planted and waste equivalent to 10,000 cubic meters was removed.

Interconnection provides a sustainable and safe mobility solution for the customers:

Travel times are considerably reduced when traveling from Toluca, Querétaro, or Mexico City, the three main travel generating areas in the center of the country.

By paying the toll, both the passengers and the vehicle itself are protected by the insurance<sup>17</sup> provided by CONMEX.

This work involved a joint effort between the private sector and government agencies. At CONMEX, we worked hand in hand with the Mexican Ministry of Communications and Transportation, the Mexican Ministry of National Defense, and the government of the State of Mexico.

This infrastructure project applied international best practices to achieve

a resilient structure that allows to create a safe road for customers. This work demonstrates that the private sector is a reliable and strategic partner for Mexico in the development of infrastructure by improving connectivity, reducing costs, and boosting the country's economic growth and competitiveness.

17. Since this is a civil liability insurance, in the event that the customer is responsible for an accident, the damages suffered by the vehicle will not be covered and the customer must pay for the total damages caused to the highway and to the parties involved, through their insurance or in cash. When CONMEX is responsible, the insurance covers damages caused to the vehicle, medical expenses to all occupants, life insurance in case of death and damages caused to the highway. <https://www.circuitoexterior.mx/wp-content/uploads/2022/04/Beneficios-Seguro-Peaje-SM.pdf> (in Spanish).

# Sustainability Management

GRI 2-22, 2-23

For ALEATICA, if what we generate is not sustainable, it is not development.

We work every day to improve the quality of life and conditions in our environment, we develop technological projects for sustainable mobility and generate alliances with entities committed to environmental care.

**Vanessa Silveyra**  
Global Director of Sustainability and Customer Service

## Materiality Analysis and Stakeholder Relationship

GRI 2-24, 2-29, 3-1, 3-2 and 3-3



The **Dual Materiality Analysis** we conducted in 2022 allowed us to identify those Environmental, Social and Governance (ESG) issues that may influence the decision making of ALEATICA's stakeholders regarding the company, and that represent a level of risk and impact relevant to the business and the context in which it operates.

This analysis allows us to identify trends, real and potential impacts that may impact the business or affect it in the future, identify best ESG practices in the sector and analyze the level of maturity with respect to each of the material issues within the organization. With this result, ALEATICA will be able to identify the most relevant topics to be included in this Report and in the global sustainability strategy with projects to improve the relationship with its stakeholders.

The stakeholders with whom a dialogue exercise on relevant sustainability issues was carried out were as follows: Shareholders (IFM), Functional Management, Senior Management (CEO and Regional Directors), Business Unit Directors, Employees at all levels (administrative and operational), Allies (Chambers and Associations), Strategic Suppliers, customers, authorities, and communities.

# Materiality Analysis

The Global Communications Department has sought a strategy to reinforce ALEATICA's positioning and reputation, as well as the Stakeholder Engagement, which seeks to consolidate a relationship of trust with our main stakeholders and position us as a partner of choice.

We carry out a comprehensive communication strategy to keep our stakeholders informed and updated, and to this end we carry out the following activities:

- Constant attention to media and opinion leaders.
- Preparation and distribution of newsletters, press releases, and web site articles.
- Interview management and publication of opinion articles in national and international media.
- Participation in forums, events, seminars, round tables, discussion panels, summits, among others.

Our digital presence through the generation of relevant content on websites and social networks allowed us to publicize the value offer of the company and its Business Units, as well as to disseminate initiatives, achievements, and strategic actions. Our corporate social networks include Facebook, LinkedIn, Twitter, and Instagram.

## Digital presence

**+360%**

in number of followers  
(vs. 2021)

**+88%**

in scope  
(vs. 2021)

**+186%**

in interactions  
(vs. 2021)

**100%**

of the Business Units in operation  
have their own web site



## Strategic Stakeholder Engagement

**"In 2022 we participated in more than 50 strategic institutional engagement events and reached 13,875,545 people with our media publications."**

We seek spaces for dialogue that promote close relationships and cooperation for the benefit of our stakeholders. We generate synergies around industry-relevant topics such as sustainable mobility, road safety, intelligent infrastructure, and highways of the future, among others.

In conducting this dialogue, and in our effort to maintain adequate communication with them, we identified relevant topics for each stakeholder and defined communication channels that we currently have in place to meet their expectations.



## Materiality Analysis

|                                             | Shareholders                                                                                          | Employees and Unions                                                                                                                                          | Suppliers                                                                                                                                       | Customers                                                                                                                                                                                                                                        | Local communities                                                                                                                                                                                                 | Media and Communications                                        | Public Administrations and Regulatory Entities                                                                      | Foundations and Civil Society Organizations - Allies                                                                                          |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>What do you expect from ALEATICA?</b>    | Profitability, alignment and delivery of the five strategic pillars, transparency and accountability. | Fulfillment of labor commitments, freedom of association, training and education, dignified employment conditions, professional growth and work-life balance. | Transparent and agile selection processes, good communication, efficient payment processes, more opportunities to work with the Business Units. | Satisfactory experience when using ALEATICA's services, adequate, efficient and agile channels for resolving complaints or incidents, road assistance, road safety, personal data protection, competitive prices, transparency in the processes. | Road safety, transparency, support for economically disadvantaged communities, compliance with social projects or agreed collaborations, respect for established agreements, no damage to homes or public spaces. | Transparent and timely information.                             | Compliance with contractual obligations, project management capacity, innovation, transparency, and accountability. | Cooperation to achieve social and/or environmental objectives, innovation to meet sustainability challenges.                                  |
| <b>What does ALEATICA expect from them?</b> | Financing, clarity in applications and support to improve competitiveness.                            | Contribution to the achievement of the company's objectives. Professional development and living the values of the organization on a daily basis.             | Fulfillment of commercial contracts and on time delivery of quality services and products.                                                      | Respectful and correct use of roads, safe and proper driving, use of technological tools for billing and filing complaints.                                                                                                                      | Respectful and correct use of roads, collaboration and understanding, improvement of the environment.                                                                                                             | Transmission and truthful dissemination of company information. | Support for the fulfillment of objectives, collaboration and understanding.                                         | Compliance with contractual commitments. Transparency and contribution to the SDGs, active participation in the communities where we operate. |
| <b>Communication channels</b>               | Shareholders' Meeting                                                                                 | Face-to-face and/or virtual meetings                                                                                                                          | Face-to-face and/or virtual meetings                                                                                                            | Telephone service                                                                                                                                                                                                                                | Face-to-face and/or virtual meetings                                                                                                                                                                              | Web Site                                                        | Face-to-face and/or virtual meetings                                                                                | Face-to-face and/or virtual meetings                                                                                                          |
|                                             | E-mail                                                                                                | Web Site                                                                                                                                                      | Web Site                                                                                                                                        | Web Site                                                                                                                                                                                                                                         | Web Site                                                                                                                                                                                                          | Press releases                                                  | Web Site                                                                                                            | Web Site                                                                                                                                      |
|                                             | Web Site                                                                                              | Intranet                                                                                                                                                      | Ethical Channel                                                                                                                                 | E-mail                                                                                                                                                                                                                                           | Ethical Channel                                                                                                                                                                                                   | E-mail                                                          | Ethical Channel                                                                                                     | Ethical Channel                                                                                                                               |
|                                             | Ethical Channel                                                                                       | Ethical Channel                                                                                                                                               | E-mail                                                                                                                                          | Control center/ Emergencies                                                                                                                                                                                                                      | E-mail                                                                                                                                                                                                            | Social Media                                                    | E-mail                                                                                                              | E-mail                                                                                                                                        |
|                                             | Corporate newsletters                                                                                 | Corporate newsletters                                                                                                                                         | Social Media                                                                                                                                    | Attention center                                                                                                                                                                                                                                 | Social Media                                                                                                                                                                                                      | Corporate publications                                          | Social Media                                                                                                        | Social Media                                                                                                                                  |
|                                             | Investor Relations Contact                                                                            | E-mail                                                                                                                                                        | Contracts                                                                                                                                       | Social Media                                                                                                                                                                                                                                     | Agreements or minutes of agreements                                                                                                                                                                               | Interviews                                                      | Contracts                                                                                                           | Contracts                                                                                                                                     |

# Materiality Analysis

|                               | Shareholders | Employees and Unions                     | Suppliers | Customers                    | Local communities                 | Media and Communications                                         | Public Administrations and Regulatory Entities                   | Foundations and Civil Society Organizations - Allies |
|-------------------------------|--------------|------------------------------------------|-----------|------------------------------|-----------------------------------|------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------|
| <b>Communication channels</b> |              | Social Media                             |           | WhatsApp                     | Direct approach to Business Units | Participation in events                                          | Regulatory entity platforms                                      | Agreements or minutes of agreements                  |
|                               |              | Surveys                                  |           | ALEATICA APP                 |                                   | Press conferences                                                | Approach to Communication and Institutional Relations Management |                                                      |
|                               |              | Contracts                                |           | Ethical Channel              |                                   | Approach to Communication and Institutional Relations Management |                                                                  |                                                      |
|                               |              | Contact with People & Culture department |           | Direct approach to employees |                                   |                                                                  |                                                                  |                                                      |

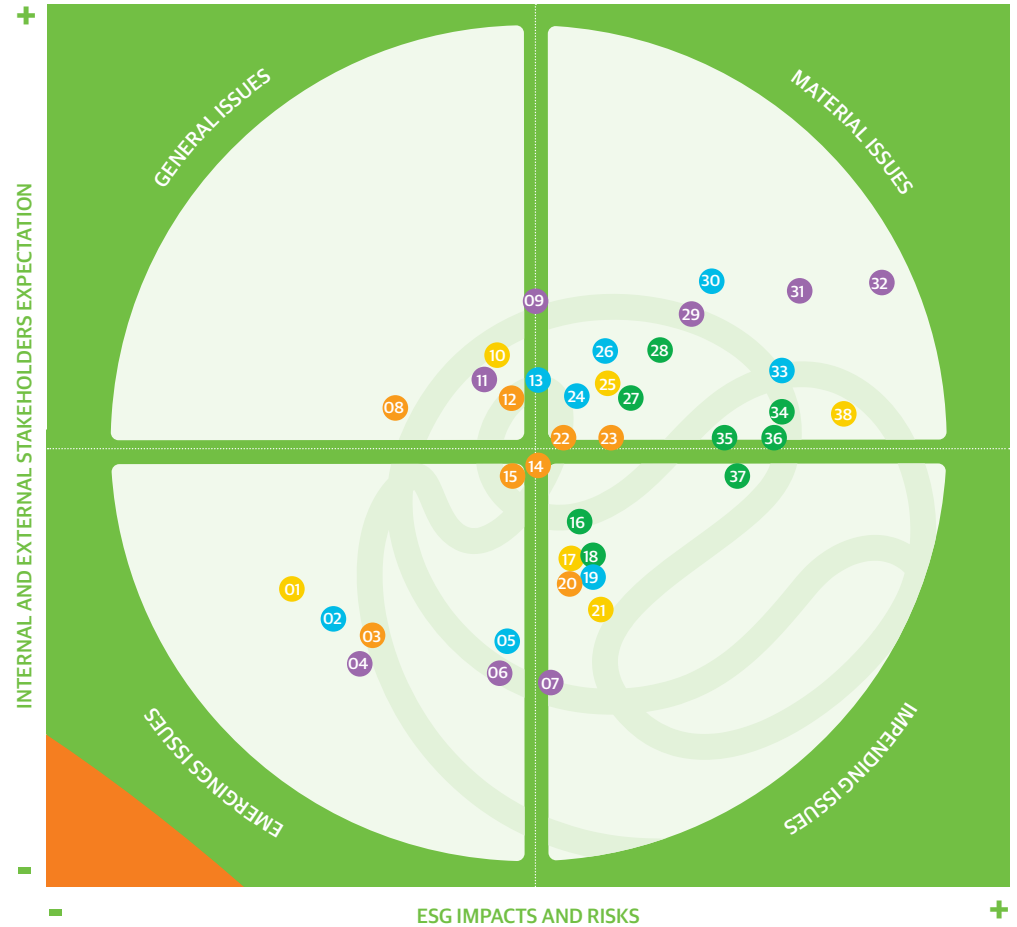
Through the results obtained from the application of the survey (stakeholder opinion) and the sector's documentary information, we constructed a **dual materiality analysis** that reflects the relevant topics on which we should focus our efforts. The sector documentary information included Benchmark, media, ESG risks, ALEATICA's risk control and mitigation measures, **materiality analysis** of each Business Unit, Human Rights risks, sector standards (GRESB, S&P, SFDR, SASB, WB IFC MASM, TNFD, UN PRSE HD), WEF 2023 global

risks and areas of opportunity related to the alignment to ALEATICA's Climate Change strategy (GRESB/TCFD).

For ALEATICA, having a broad overview of our sustainability vision is crucial to address our actual and potential impacts in a timely manner and multiply our positive impacts. This analysis shows a list of 38 topics that we must address; however, taking into consideration our level of maturity and control of many of them, we have prioritized **18 specific topics** to continue on this path towards the consolidation of our sustainability strategy.

# Materiality Analysis

| Nº | Work topics                                           | Environmental Sustainability | Social Sustainability | Passion For The Team / Safety First | Service Excellence / Safety First | Transparency and GC |
|----|-------------------------------------------------------|------------------------------|-----------------------|-------------------------------------|-----------------------------------|---------------------|
| 1  | Essential services access                             | ○                            | ○                     | ○                                   | ●                                 | ○                   |
| 2  | Property rights respect                               | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 3  | Indigenous peoples right                              | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 4  | Child labor                                           | ○                            | ○                     | ●                                   | ○                                 | ○                   |
| 5  | Taxation                                              | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 6  | Association and collective bargaining freedom         | ○                            | ○                     | ●                                   | ○                                 | ○                   |
| 7  | Forced labor                                          | ○                            | ○                     | ●                                   | ○                                 | ○                   |
| 8  | Universal accessibility and mobility                  | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 9  | Diversity and equal opportunities                     | ○                            | ○                     | ●                                   | ○                                 | ○                   |
| 10 | Innovation and development                            | ○                            | ○                     | ○                                   | ●                                 | ○                   |
| 11 | Nondiscrimination                                     | ○                            | ○                     | ●                                   | ○                                 | ○                   |
| 12 | Indirect economic impacts                             | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 13 | Governance corporate                                  | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 14 | Active community participation                        | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 15 | Education and culture                                 | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 16 | Environmental suppliers evaluation                    | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 17 | Complaints and controversies resolution and attention | ○                            | ○                     | ○                                   | ●                                 | ○                   |
| 18 | Materials                                             | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 19 | Stakeholders participation                            | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 20 | Social suppliers evaluation                           | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 21 | User privacy                                          | ○                            | ○                     | ○                                   | ●                                 | ○                   |
| 22 | Local communities                                     | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 23 | Social investment                                     | ○                            | ●                     | ○                                   | ○                                 | ○                   |
| 24 | Cybersecurity                                         | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 25 | User experience                                       | ○                            | ○                     | ○                                   | ●                                 | ○                   |
| 26 | Law and regulations compliance                        | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 27 | Waste                                                 | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 28 | Energy                                                | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 29 | Training and education                                | ○                            | ○                     | ●                                   | ○                                 | ○                   |
| 30 | Business ethics                                       | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 31 | Employment                                            | ○                            | ○                     | ●                                   | ○                                 | ○                   |



| Nº | Work topics                                 | Environmental Sustainability | Social Sustainability | Passion For The Team / Safety First | Service Excellence / Safety First | Transparency and GC |
|----|---------------------------------------------|------------------------------|-----------------------|-------------------------------------|-----------------------------------|---------------------|
| 32 | Health and safety at work                   | ○                            | ○                     | ●                                   | ○                                 | ○                   |
| 33 | Actual and potential ESG impacts management | ○                            | ○                     | ○                                   | ○                                 | ●                   |
| 34 | Emissions                                   | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 35 | Climate change adaptation                   | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 36 | Biodiversity                                | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 37 | Water and effluents                         | ●                            | ○                     | ○                                   | ○                                 | ○                   |
| 38 | User health and safety                      | ○                            | ○                     | ○                                   | ●                                 | ○                   |

## Management approach

Below, we describe the management approach we have adopted to address each of the **material issues**, aligned to our **five strategic pillars**:

|                            | Safety First                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Passion for the Team                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Service Excellence                                                                                                                                                                                                                                                                                                                                          | Social and Environmental Sustainability                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Corporate Integrity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Material issues</b>     | <ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Customer health and safety</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>Employment</li> <li>Training and education</li> <li>Diversity and Equal Opportunity</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Customer experience</li> </ul>                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Energy</li> <li>Emissions</li> <li>Biodiversity</li> <li>Adaptation to climate change</li> <li>Waste</li> <li>Social Investment</li> <li>Local communities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Business Ethics</li> <li>Management of actual and potential impacts</li> <li>Compliance with legislation and standards</li> <li>Cybersecurity</li> <li>Corporate Governance</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Management approach</b> | <ul style="list-style-type: none"> <li>The <b>Safety Management System (SMS)</b> contains 19 procedures covering the entire <b>ALEATICA Safety Strategy</b>, mainly in the areas of Occupational Safety, Road Safety and Medical Services. In Workplace Safety we have <i>Job Hazard Assessment, Near Miss, Safety Stop Cards, Safety Squadron, Safety Mentoring and Safety Crew Leaders</i> projects and initiatives. <b>Between 2018 and 2022, the LTI indicator for employees has been reduced by 65%, which shows that the strategy has progressed through the Bradley Curve, where we are moving out of Dependent Status to move towards Independent Status.</b></li> </ul> | <ul style="list-style-type: none"> <li>All of us who are part of ALEATICA share the same essence of values, pillars, behaviors and business vision. <b>As of 2022, our team consisted of a total of 2,452 employees.</b></li> <li>We seek to ensure that the company has the right talent in the right position to manage the current and future challenges of the industry. In 2022 we had a total of <b>69,433 training hours (+ 20% vs 2021).</b></li> <li>We want to stand out as the best place to work, where diversity, equity and inclusion are lived every day. <b>In 2022 we had a 44% increase in the incorporation of female executives compared to last year, while in middle management it was 23%.</b></li> </ul> | <ul style="list-style-type: none"> <li>We have a methodology called <b>Customer Experience</b> that allows customers to achieve an integral experience that translates into satisfaction, loyalty and positive impact. <b>In 2022, we increased three points in customer satisfaction surveys, positioning us with an average rating of 9.2.</b></li> </ul> | <ul style="list-style-type: none"> <li>In order to operate with a preventive approach to environmental impacts, ALEATICA has an <b>Environmental Management System</b> complemented by a <b>Safety Management System (SMS)</b>, which are strengthened year after year in order to progressively implement it in all Business Units. In 2022, six of 14 Business Units are <b>ISO 14001</b> certified, two more than in 2021.</li> <li>The application of the <b>Climate Change Adaptation and Resilience Diagnosis</b> has been expanded and four Business Units were assessed, resulting in the formulation of an <b>Adaptation and Resilience Strategy.</b></li> </ul> | <ul style="list-style-type: none"> <li>We have a <b>Code of Ethics and Conduct</b> and an <b>Anti-Corruption Policy</b> that generate commitments and responsibilities in our daily activities, in all the sites where we operate. <b>In 2022, the total number of employees who received training was 2,417, 124% more than in 2021.</b> In addition, we have a new <b>Ethical Channel, I CARE</b>, which guarantees confidentiality and protection against retaliation for those who use it and provides for the possibility of anonymous reporting. <b>In 2022, 109 reported cases were received, 57.97% more than in 2021.</b></li> <li><b>The Risk and Opportunity Management System</b> allows the creation of preventive control activities to avoid risk materialization and contingency or business continuity plans in case of risk materialization. <b>In 2022, the system was updated, extending the analysis to ESG factors, and more than 13,200 hours of training have been provided.</b></li> </ul> |



# Management approach

## Safety First

- The **future Road Safety Strategy includes the Accident Reduction Program (PRA)**, which focuses on managing the **three risk factors: infrastructure, the customer and the vehicle**, implementing investments that result in improving the quality of the highways, while at the same time reducing accidents among customers. **In 2022, the number of recorded injuries was 1,332, 16.74% more than in 2021; however, there were 117 fatalities in customer accidents, 4.87% less than in 2021.**
- In 2022, the **ALEATICA Foundation for Road Safety** was created to promote the **right to safe mobility** for all people. The foundation was established in September 2022, by Mexican law. **Its initial focus will be concentrated on Mexico, to later expand to the countries where ALEATICA has a presence.** We seek to reduce traffic fatalities and injuries by at least 50%, in accordance with the Second United Nations Decade of Action for Road Safety 2021-2030.

## Passion for the Team

## Service Excellence

## Social and Environmental Sustainability

## Corporate Integrity

- We seek to be an agent of social and environmental contribution. To this end, we develop programs and projects that respond to the real needs of the local communities in which we operate. **In 2022 our social investment was € 763,364.**
- For all our infrastructure construction and start-up projects, **we have clear and appropriate procedures for obtaining municipal, state, federal, regional, national and/or community permits. In 2022, there were no rulings against the company or any of its employees in any legal case, sanction, fine or similar related to licensing, corruption, unfair competition, ESG-related issues or human rights violations.**
- We have a **Cybersecurity Framework** based on the **NIST-CSF (National Institute of Standards and Technology Cybersecurity Framework)**, which provides an approach to reduce the risk associated with cybersecurity threats that may compromise information security or the operational continuity of the business. **In 2022, 205 events and three Cybersecurity incidents were recorded, but no data breaches occurred.**
- In ALEATICA, S.A.U. we have a Board of Directors made up of 5 members. There are also four specialized support committees. **In 2022, the ESG Committee and the Safety Steering Committee were created in addition to those previously created: the Audit and Risk Committee and the Human Resources Committee.** The above structure shows the dynamics of the company's growth and the Corporate Governance efforts aimed at involving the directors in monitoring and contributing improvements in the economic, operational, legal, environmental, social, safety and governance issues of all the group's companies and activities.



# Management approach

Taking into account the **2030 Agenda** containing the **17 Sustainable Development Goals**, at ALEATICA we are contributing directly and indirectly to **15 of these goals, 35 targets and 43 indicators**. Likewise, these objectives are aligned with the **10 Global Compact Principles** to which we voluntarily contribute to in Mexico and Spain<sup>18</sup>.

**OBJETIVOS DE DESARROLLO SOSTENIBLE**

| Category             | Human Right                       | Environment                               | Human Right                               | Labor Standards                       | Human Right                               | Anticorruption    |
|----------------------|-----------------------------------|-------------------------------------------|-------------------------------------------|---------------------------------------|-------------------------------------------|-------------------|
| <b>Environmental</b> | 6 CLEAN WATER AND SANITATION      | 7 AFFORDABLE AND CLEAN ENERGY             | 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION |
| <b>Social</b>        | 3 GOOD HEALTH AND WELL-BEING      | 4 QUALITY EDUCATION                       | 5 GENDER EQUALITY                         |                                       |                                           |                   |
| <b>Governance</b>    | 8 DECENT WORK AND ECONOMIC GROWTH | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | 17 PARTNERSHIPS FOR THE GOALS             |                                       |                                           |                   |



18. At the end of the Report, you will find further details of the goals and indicators to which ALEATICA contributes with its Sustainability Strategy.

# Sustainability Strategy

The Global Sustainability Management bases its strategy on the **ALEATICA Sustainability Policy and Standard**, which was updated and improved in 2022. These guidelines seek to be a welfare agent that contributes socially and environmentally.

## Our Principles



Add value to all ALEATICA's stakeholders, such as customers, communities, shareholders, employees and third parties, through internal and external social and environmental investment.



Integrate ALEATICA's social and environmental sustainability culture, based on the implementation of national and international standards.



Comply with social and environmental regulations and other legal requirements applicable to the organization.



Respect, protection and promotion of human rights of the company's stakeholders.

## Sustainability Commitments

### GRI 2-23

- Implement a **Strategic Sustainability Plan** that allows us to diagnose and prioritize internal and external social and environmental needs.
- Collaborate with all areas of the organization to develop programs and projects to address the most relevant issues, as well as to evaluate the impacts.
- Assess the physical and transitional risks associated with climate change and contribute to the reduction of carbon emissions, waste and polluting materials, as well as energy efficiency, through projects, actions and initiatives.
- Support the implementation of the **Safety-First Plan** by providing road safety education training to communities, neighbors and customers.
- Conduct sustainability workshops aimed at integrating the culture of sustainability for stakeholders, on internal and external sustainability issues.
- Comply with the **Sustainable Development Goals (SDGs)** of the 2030 Agenda, since ALEATICA is a member of the United Nations Global Compact.
- Periodically provide reporting to stakeholders on the actions implemented and the results in terms of social and environmental sustainability, as well as the impact generated.
- Allocate economic, human and technical resources that have a positive impact in environmental and social terms.
- Communicate both internally and externally the implemented programs and projects, as well as the impact generated in terms of sustainability.

## Environmental Commitments

- Ensure environmental protection, working in a preventive manner to minimize the environmental impacts produced as a result of the activities carried out in our Business Units, respecting the ecosystems and biodiversity in the environments in which we operate.
- Assess the physical and transitional risks associated with climate change and contribute to the reduction of emissions and carbon footprint, contributing to energy efficiency through projects, actions and initiatives.
- Perform an annual periodic evaluation of legal requirements and environmental aspects, to maintain, control and improve our processes.
- Prevent environmental pollution through source reduction and recovery of waste generated, with a circular economy approach.
- Prevent soil and groundwater pollution by controlling discharges into the environment and preventing environmental incidents.
- Promote the efficient use of water and energy resources, prioritizing savings and reduction.
- Maintain an environmental culture in all our employees by complying with the **Annual Sustainability Training Program**, through awareness and sensitization, as well as training and development in environmental matters.
- Integrate and maintain the SMS's Environmental Management System with ISO 14001 guidelines in order to ensure continuous improvement and effectiveness of processes.

# Sustainability Strategy

As a result of the above, the Global Directorate of Sustainability and Customer Service implements the **Strategic Sustainability Plan** based on a methodology composed of three phases:

## 1) Diagnosis

Through a Materiality Analysis, which aims to identify the most relevant issues for internal and external stakeholders, as well as the social and environmental needs of each Business Unit and the corporation.

## 2) Project Management and Social Action

For the planning and development of social and environmental projects and actions, they should be selected and prioritized, always under the following 4 criteria of attention.

1. Relevant topics derived from the Materiality Analysis of each Business Unit.
2. Mitigation of identified social or environmental risks.
3. Social and/or environmental compliance.
4. Proactive action that generates value for the business and our stakeholders..

In doing so, we seek to prevent risks, comply with applicable laws and regulations, and meet the needs of the communities and the expectations of our shareholders and stakeholders.

## 3) Impact Assessment

To ensure that the resources allocated to social and environmental projects and actions, both internal and external, represent an investment that positively changes the reality of the beneficiaries, the impact generated will be followed up, monitored, and evaluated in order to measure their effectiveness or, if necessary, to propose improvements in the execution of the projects.

To strengthen our commitment to the environment, the reduction of our ecological footprint and the impact and protection of the environment, we developed guidelines on priority issues with the implementation of **six specific environmental policies** applicable to all Business Units.

1. Waste Policy
2. Materials Procurement Policy
3. Air Pollution Prevention and Control Policy
4. Habitat and Biodiversity Protection Policy
5. Energy and Greenhouse Gas Policy
6. Physical Risks Attention Policy



# Evaluations and Recognitions

For ALEATICA, our goal is continuous improvement, following the most advanced international Sustainability guidelines and standards. For this reason, this year we were recognized for the third consecutive year with the *Advanced* level in the presentation of Communication on Progress (COP) reports for the Global Compact.

In 2022 we participated in different rankings, benchmarking, and assessments on sustainability issues to evaluate ESG performance, with positive results and increasingly better evaluated within the sector.







| Organization                                                                        | Ranking or Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Place or award obtained |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
|    | • The 500 most important companies in Mexico.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 333°                    |
|                                                                                     | • The most important construction companies in Mexico 2022.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 10°                     |
|                                                                                     | • Responsible Business - evaluating 131 national and international companies this year, recognizes best practices and corporate measures with high value in ESG issues.                                                                                                                                                                                                                                                                                                                                                                                       | 3°                      |
|                                                                                     | • The 500 companies vs. corruption.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 31°                     |
|   | • In October 2022, in our second year of participation, we ranked second among seven companies, with 95/100 points and 5/5 stars in the Latin American Transportation Companies sector @GRESB 2022 Sustainability Index on the evaluation of ESG performance for our assets in operation phase by GRESB, who are considered as a reference framework for global financial markets, through the evaluation and assessment of maturity in ESG issues worldwide, for investment funds and companies in the infrastructure and real estate sector <sup>19</sup> . | 2°                      |
|  | • In March, Social Value and BIVA (Institutional Stock Exchanges), conducted an evaluation of ALEATICA's institutional maturity in corporate ESG issues, placing us in the fifth (5 out of 6) category DECIDED, which refers to a high level of maturity for the integration of ESG issues in the long-term business strategy in a consistent manner.                                                                                                                                                                                                         | 5°                      |
|  | • Socially Responsible Company Distinction - we obtained the distinction for the first year for ALEATICA S.A.B., AUNORTE, VEB and CONMEX, and for the third consecutive year for AT-AT in its category of large companies. TeleVía obtained it in its second year of participation in the small business category.                                                                                                                                                                                                                                            | Obtained                |

<sup>19</sup> The Business Units included in the GRESB 2022 submission were CONMEX, GANA, LEP, Supervía, AuNorte, VB and AuNor. LEP and Supervía are not Business Units for which ALEATICA consolidates accounts in this report.

## Evaluations and Recognitions

**Itzel Meyenberg Valero**  
Director of communication.



| Organization                                                                        | Ranking or Award                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Place or award obtained        |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
|    | <ul style="list-style-type: none"> <li>The best socially responsible companies - For the third consecutive year we were recognized in the Diamond category - the highest - in three sectors: Services, Construction, and Infrastructure, awarded by TOPS MEXICO, a leading company in digital marketing positioning and market research. The Diamond recognition is awarded to companies whose actions have a high impact on the social, economic, and environmental development of the country.</li> </ul>                                                        | 1°                             |
|    | <ul style="list-style-type: none"> <li>Corporate Integrity 500 Index.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Score 98.04                    |
|    | <ul style="list-style-type: none"> <li>Heroes of Progress (Giuseppe Mastroviti)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Obtained                       |
| <b>Forbes</b>                                                                       | <ul style="list-style-type: none"> <li>The 100 most powerful women in Mexico.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Obtained<br>(Jimena Fernández) |
|    | <ul style="list-style-type: none"> <li>The 50 most important infrastructure firms in Mexico.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1°                             |
|   | <ul style="list-style-type: none"> <li>Sustainability Leading Company, Mexico – A Latin American initiative that evaluates, rates, and recognizes excellence in the public disclosure of information on sustainable development practices, corporate governance, and responsible investments of companies and investors in Brazil, Chile, Colombia, Spain, Mexico and Peru. It is organized by GOVERNART, an ESG advisory firm that provides Environmental, Social and Corporate Governance (ESG) services to companies and investors in Latin America.</li> </ul> | 1°                             |
|  | <ul style="list-style-type: none"> <li>1,000 most important companies in Mexico.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 430°                           |

These recognitions endorse our commitment to continue promoting the best sustainability practices to comply with the 2030 Agenda for Sustainable Development and the SDGs, and to act as an agent of well-being for the communities in which we have a presence, considering social, environmental, and economic aspects.

# Alliances for Development

GRI 2-28

As part of our strategy to improve our relationship with the communities where we operate, as well as with our stakeholders, some of the alliances we have established are:



LEED certification from the U.S. GREEN BUILDING COUNCIL for the offices in Parque Tereo - ALEATICA



Fundación Marillac - ALEATICA



University of Monterrey (UEM) - ALEATICA



Fundación John Langdon Down (FJLD) - ALEATICA



National Institute for Adult Education (INEA), employee education - CONMEX



Save the Children - CONMEX



Instituto de Investigaciones en Derechos Humanos y Estudios de Género (IIDHEG, A.C.)



Women's Secretariat of the State of Mexico - CONMEX



Mexican Red Cross, We All Are Road Safety Education Program - CONMEX, GANA VB, AuNorte

Food Bank of Mexico



Road Safety Directorate of the Ministry of Transport and Communication (MTC) - AuNor



Colombian Chamber of Infrastructure - ARM



National Apprenticeship Service (SENA<sup>20</sup>) - ARM



Chamber of Commerce of Magdalena Medio and Northeastern Antioquia - ARM



National Confederation of Private Business Institutions (CONFIEP) - AuNor



Association for the Promotion of National Infrastructure (AFIN) - AuNor



Association for the Aid of the Burned Child, ANIQUEM - AuNor

20. Colombian Government's labor training institution.



# Safety First

Gri 403, 416-1,2

At ALEATICA, we seek to contribute to the United Nations Second Decade of Action for Road Safety 2021-2030 which contains the global goal of reducing deaths and injuries caused by road traffic crashes by at least 50%.

**Pablo Ortíz**  
Minor maintenance operator



Highlights

**35,056**  
hours in 2022





# Progress and Achievements 2022

## Occupational Safety

### Recorded occupational accidents

| Employees<br>2022 | Contractors<br>2022 <sup>21</sup> |
|-------------------|-----------------------------------|
| <b>25</b>         | <b>255</b>                        |
| 2021: 39          | 2021: 98                          |

### Fatalities of employees and contractors

| Employees<br>2022 | Contractors<br>2022 |
|-------------------|---------------------|
| <b>0</b>          | <b>3</b>            |
| 2021: 1           | 2021: 2             |

### Safety training hours<sup>22</sup>

|                     |
|---------------------|
| <b>35,056 hours</b> |
| 2021: 163,705 hours |

21. The increase in contractors-accident records is mainly due to the improvement of registration process in the company's Safety System.
22. The reduction in training hours with respect to the year 2021 is mainly due to the fact that when the maturation process of the Safety strategy in the Business Units began, it was necessary to exponentially increase training in safety and health issues. Today, this intensity of training is not necessary.

## Road Safety

### Recorded injuries (including traffic accidents)

|              |
|--------------|
| <b>1,332</b> |
| 2021: 1,141  |

### Fatalities in customer accidents

|            |
|------------|
| <b>117</b> |
| 2021: 123  |

## Medical Services

### Flu/influenza vaccination campaigns

**863**  
Medical examinations  
**2,065**

**69**  
Cardiovascular tests

**9**  
Gynecological/urology check-ups

**107**  
Dermatological tests

**14**  
Webinars

**41**  
Helicobacter Pylori-Gastritis test

**107**  
Retinal tests

**15 devices**  
Defibrillator equipment project:

- Informative health campaigns.
- COVID-19 informative campaigns (constant).
- Anti-doping as an essential process to ensure the safety of employees and their direct environment (contractors).
- COVID-19 strategy.

## Progress on Our Commitments

● Achieved ● Ongoing

### Commitments 2021

### Progress 2022

#### Continuous improvement of strategic programs

|                                                                                                            |   |
|------------------------------------------------------------------------------------------------------------|---|
| Employees: Job Hazard Assessment & Near Miss, Safety Stop Cards                                            | ● |
| Contractors: Mandatory Safety Requirements (MSR), Contractor Software and Semi-annual Contractor Meetings. | ● |
| Communities and Government Agencies: Campaigns #SeguridadVialSomosTodos #WeAreAllRoadSafety                | ● |
| First responders: securing agreements/coordination.                                                        | ● |
| Safety Management System: incorporation of consultant recommendations and improvement of emergency plans.  | ● |
| Zero Tolerance Policy (Employees and Contractors)                                                          | ● |

#### Technology-based improvements

|                                                                                                                                                                       |   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Alarm system for intrusions <sup>23</sup> ; hands-free systems in operating vehicles; GPS monitoring and the use of ALEATICA's Facial & Driver's License Recognition. | ● |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|

#### Improvements in training/education processes

|                                                                                                                          |   |
|--------------------------------------------------------------------------------------------------------------------------|---|
| Adapting materials: ensuring knowledge in Safety; Learning Management System (closing the Cycle of training in the SMS). | ● |
|--------------------------------------------------------------------------------------------------------------------------|---|

#### Communication strategy

|                                                           |   |
|-----------------------------------------------------------|---|
| Operational Dashboard & Cartoons/video and other visuals. | ● |
|-----------------------------------------------------------|---|

#### Movement towards interdependence (new programs)

|                                                                                                                                                              |   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| Safety Questionnaires; Focus Groups; Safety Mentors; Safety Leadership Groups; Safety Accountability Committee; Safety Tours; Safety Awards and Recognition. | ● |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---|

23. This solution consists of a device that generates an audible or visual alarm in the event of an invasion by a vehicle, enabling employees to leave the area and get to safety.

# Safety Strategy

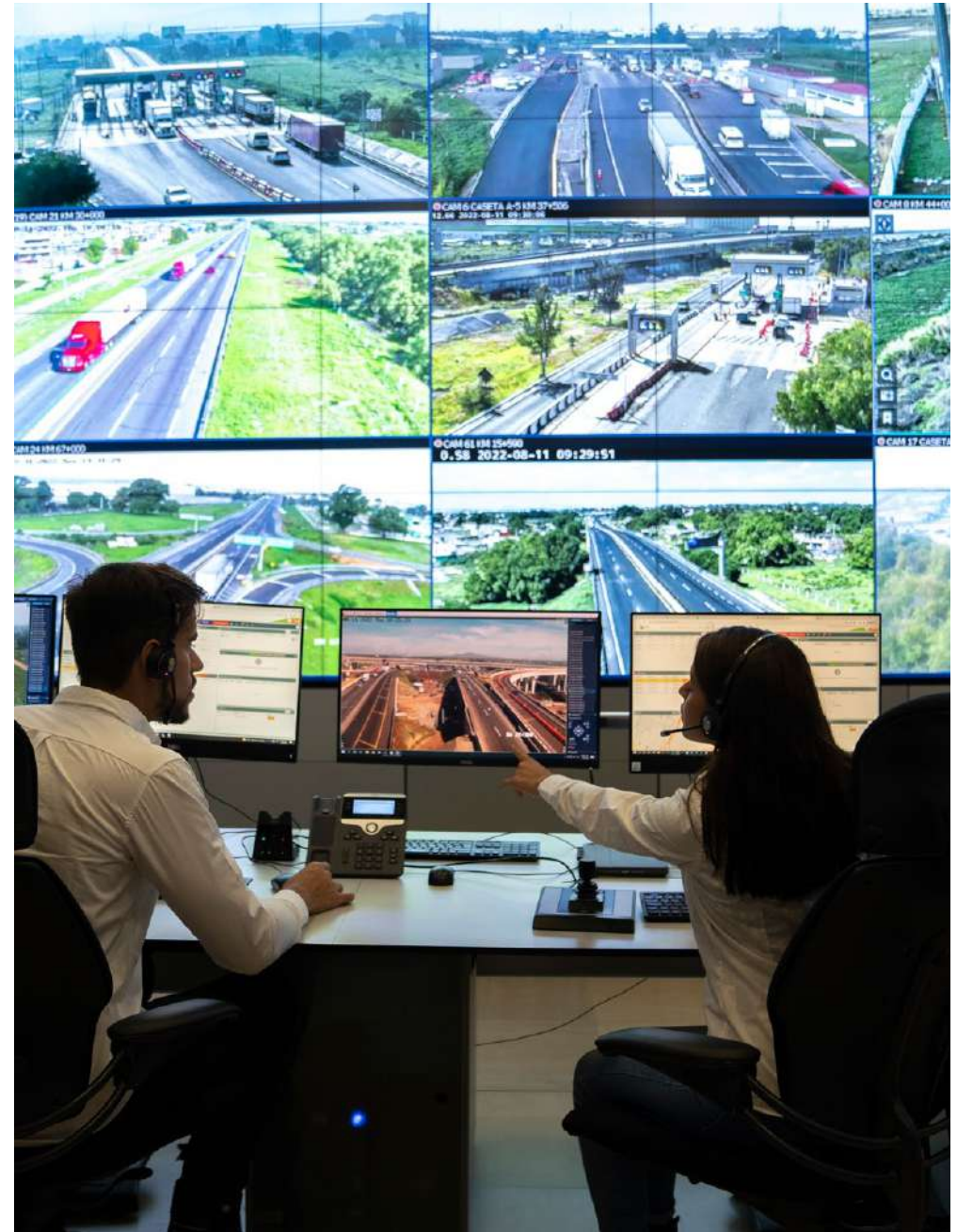
At ALEATICA, Safety is our priority. Therefore, through our integrated management approach, we are committed to continuously improve safety conditions for our customers and employees.

We also strive to promote, together with regulatory bodies, a culture of safety among our suppliers of goods and services and the communities where we work. Our Integrated Health and Safety Management System helps us to:

- Improve the quality of infrastructure and equipment.
- Improve our corporate culture and the behavior of our employees.
- Care for vulnerable customers and employees.
- Create awareness of the clarity and importance of our signage.
- Have a rapid response from first aid personnel.
- Improve the speed and conditions in which customers can use our infrastructure.

"By 2025 we aim for all Business Units to have some degree of progress within the Interdependence phase of the Bradley Curve<sup>TM24</sup>."

<sup>24</sup> DuPont<sup>TM</sup> created a tool called the Bradley Curve<sup>TM</sup> which allows companies and/or projects to know the Safety maturity level their personnel and their health and safety management system are at. This analysis allows, through different phases, to see the evolution of said maturity, paying special attention to the last phases (independent and interdependent) where it is essential to focus on employee's Unsafe Behaviors, which are the origin of 80% of occupational accidents, compared to 20% coming from the Hazardous Conditions of operations.



# Safety Strategy

## Safety Management System (SMS)

GRI 403-1

The creation of ALEATICA's Health and Safety Management System arose from the need to regulate the processes related to the health and safety of the Organization and its Business Units. The system is based on the requirements established by the ISO 45001 (Occupational Health and Safety Management Systems), ISO 14001 (Environmental Management Systems) and ISO 39001 (Road Safety Management Systems) standards, which have served as a guide to determine the procedures for safety management in operations.

ALEATICA's strategy for obtaining ISO 45001 certifications is to have all the group's Business Units (the Brownfield<sup>25</sup>) certified by 2023. **By the end of the year 2022, 67%<sup>26</sup> of our operating Business Units are certified in ISO 45001. The remaining 33% is expected to be achieved by 2023.**

"We strive to be leaders in Road Safety in our sector by contributing to the United Nations Second Decade of Action for Road Safety 2021-2030."

Since the expansion of the Safety Management System (SMS) began in 2020, with the objective of standardizing safety management in the organizations that make up the group, updates have been made to the system's procedures and the number of processes has increased. The most recent update of the SMS was performed during 2022. The management system is currently made up of 19 procedures that cover Safety's entire strategy in areas such as:

25. Brownfield: Business Unit in operational phase (exploitation of the asset).

26. During the year 2022, ARM (Autopista Río Magdalena) in Colombia developed the audit process for the certification and achieved ISO 45001 certification at the beginning of 2023. Currently, the following are certified: Autopista Urbana Norte, Viaducto Bicentenario, GANA, Euroglosa 45, TCT, TMS, A35\_BreBeMi and TCVAL. In 2023, CONMEX, TeleVía, AuNor and CANOPSA will be certified.

27. Near Miss refers to a narrowly avoided collision or other accident. The National Safety Council (a non-profit public service organization that promotes health and safety in the United States) defines it as an unplanned event that did not result in injury, illness or harm, but had the potential to cause it.

28. Non-conformity is a term used in management systems that means that there is non-compliance with a system requirement.

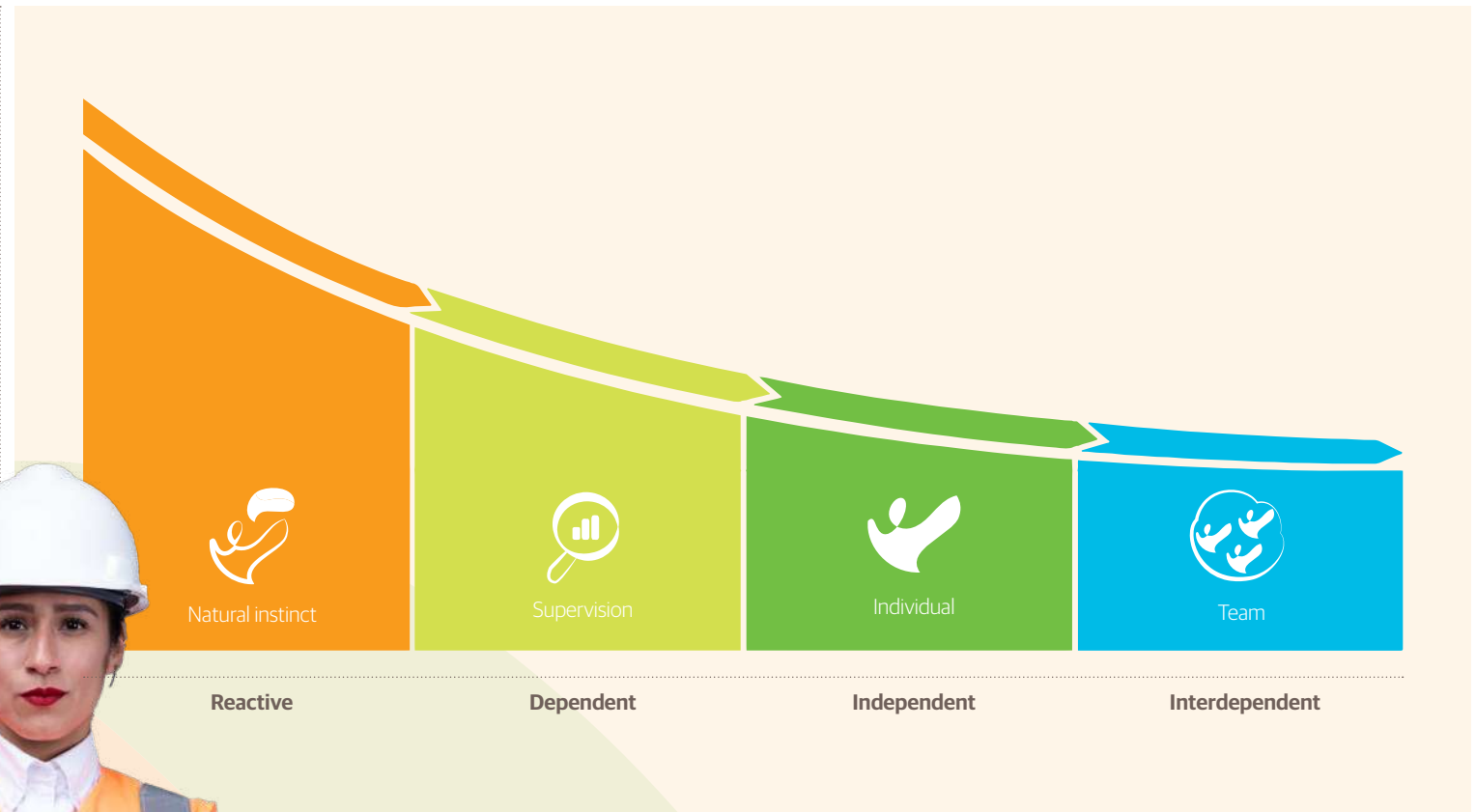
| Procedure                                                        | Employees | Customers / Customers Road Safety | Environment | Contractors |
|------------------------------------------------------------------|-----------|-----------------------------------|-------------|-------------|
| 1. Hazard identification and risk assessment                     | ●         | ○                                 | ○           | ○           |
| 2. Identification and evaluation of legal and other requirements | ●         | ○                                 | ●           | ○           |
| 3. Planning, Objectives and Report                               | ●         | ●                                 | ●           | ●           |
| 4. Internal organization                                         | ●         | ○                                 | ○           | ○           |
| 5. Education, Training and Inductions                            | ●         | ○                                 | ○           | ○           |
| 6. Communication, Participation and Consultation                 | ●         | ○                                 | ●           | ●           |
| 7. Monitoring and Control                                        | ●         | ○                                 | ●           | ●           |
| 8. Preparedness Plans and emergency response                     | ●         | ○                                 | ●           | ○           |
| 9. Accident Investigation, Near Miss <sup>27</sup> and Incidents | ●         | ○                                 | ●           | ○           |
| 10. Documentary control to SMS                                   | ●         | ●                                 | ●           | ●           |
| 11. Performance of SMS audits                                    | ●         | ●                                 | ●           | ●           |
| 12. Appointments and permits                                     | ●         | ○                                 | ○           | ○           |
| 13. Coordination of business activities                          | ●         | ○                                 | ○           | ○           |
| 14. Identification and evaluation of environmental aspects       | ○         | ○                                 | ●           | ○           |
| 15. Accident investigation. Clients. Road safety                 | ○         | ●                                 | ○           | ○           |
| 16. Road safety monitoring and control                           | ○         | ●                                 | ○           | ○           |
| 17. Change management                                            | ●         | ●                                 | ●           | ●           |
| 18. Non-conformities <sup>28</sup> and corrective actions        | ●         | ●                                 | ●           | ●           |
| 19. Data Protection in Medical Services                          | ●         | ○                                 | ○           | ○           |

# Safety Strategy

## Bradley Curve

Our **Safety Strategy** initiatives have the main objective of continuing to permeate the **Safety Culture** within the organization at all levels. We are convinced that we are advancing in the safety culture through the **Bradley Curve**, where we are moving from the status of **Dependent** to the status of **Independent**.

The action plan to address consultant recommendations has focused on improving the training management process, ensuring change management, further improving the communication strategy, and strengthening contractor prequalification processes and internal audits.





# Safety Strategy

The coverage of our main Safety Strategy activities by Business Unit is as follows:

| Country  | Business Unit     | ISO 45001 | Near Miss | JHA | Safety Stop Cards | Safety Mentoring | Safety Crew Leaders | Safety Tours | MRS | Contractors Software | Biannual Contractor Meetings | #WeAreAllRoadSafety | First Responders | Security Squad | ARP | Own Health Services | External Health Services |
|----------|-------------------|-----------|-----------|-----|-------------------|------------------|---------------------|--------------|-----|----------------------|------------------------------|---------------------|------------------|----------------|-----|---------------------|--------------------------|
| Mexico   | CONMEX            | ○         | ●         | ●   | ●                 | ●                | ●                   | ●            | ●   | ●                    | ●                            | ●                   | ●                | ●              | ●   | ●                   | ○                        |
|          | GANÁ              | ●         | ●         | ●   | ●                 | ●                | ●                   | ●            | ●   | ●                    | ●                            | ●                   | ●                | ●              | ●   | ●                   | ○                        |
|          | VB                | ●         | ●         | ●   | ●                 | ●                | ●                   | ●            | ●   | ●                    | ●                            | ●                   | ●                | ●              | ●   | ●                   | ○                        |
|          | AuNorte           | ●         | ●         | ●   | ●                 | ●                | ●                   | ●            | ●   | ●                    | ●                            | ●                   | ●                | ●              | ●   | ●                   | ○                        |
|          | AT-AT             | ○         | ●         | ●   | ○                 | ○                | ○                   | ●            | ●   | ●                    | ●                            | ○                   | ●                | ●              | ○   | ●                   | ○                        |
|          | TeleVía           | ○         | ●         | ●   | ○                 | ○                | ○                   | ●            | ●   | ○                    | ●                            | ○                   | ○                | ●              | ○   | ●                   | ○                        |
| Chile    | Puente Industrial | ○         | ●         | ●   | ○                 | ○                | ○                   | ●            | ●   | ○                    | ●                            | ○                   | ●                | ●              | ○   | ○                   | ●                        |
|          | CANOPSA           | ○         | ●         | ●   | ●                 | ○                | ●                   | ●            | ●   | ○                    | ●                            | ●                   | ●                | ●              | ○   | ○                   | ●                        |
|          | TCVAL             | ●         | ●         | ●   | ○                 | ○                | ○                   | ○            | ●   | ○                    | ○                            | ○                   | ○                | ○              | ○   | ○                   | ●                        |
| Colombia | ARM               | ●         | ●         | ●   | ●                 | ●                | ●                   | ●            | ●   | ●                    | ●                            | ●                   | ●                | ●              | ●   | ○                   | ●                        |
| Peru     | AuNor             | ○         | ●         | ●   | ●                 | ●                | ●                   | ●            | ●   | ●                    | ●                            | ●                   | ●                | ●              | ●   | ●                   | ○                        |
| Spain    | M45               | ●         | ●         | ●   | ○                 | ○                | ○                   | ●            | ●   | ○                    | ●                            | ○                   | ●                | ●              | ●   | ○                   | ●                        |
|          | TMS               | ●         | ●         | ●   | ○                 | ○                | ○                   | ●            | ●   | ●                    | ●                            | ○                   | ●                | ●              | ○   | ○                   | ●                        |
|          | TCT               | ●         | ●         | ●   | ○                 | ○                | ○                   | ●            | ●   | ○                    | ●                            | ●                   | ●                | ●              | ○   | ○                   | ●                        |
| Italy    | BreBeMi           | ●         | ●         | ●   | ○                 | ○                | ○                   | ●            | ●   | ○                    | ●                            | ○                   | ●                | ○              | ○   | ○                   | ●                        |

# Safety First Plan

During 2022, the Safety Management, already consolidated since 2019, has focused its efforts on promoting all the projects contained in the Safety-First Plan aimed at each of our identified stakeholders.

| Stakeholders                              | Occupational Safety | Road Safety | Medical Services |
|-------------------------------------------|---------------------|-------------|------------------|
| Customers                                 | ○                   | ●           | ●                |
| Employees                                 | ●                   | ●           | ●                |
| Contractors                               | ●                   | ●           | ●                |
| First Responders                          | ●                   | ●           | ●                |
| Communities and Non-Governmental Agencies | ●                   | ●           | ○                |



| Stakeholders                              | ISO 45001 | Near Miss | JHA | Safety Stop Cards | Safety Mentoring | Safety Crew Leaders | Safety Tours | MSR | Contractors Software | Biannual Contractor Meetings | Security Squad | ARP | Medical Services |
|-------------------------------------------|-----------|-----------|-----|-------------------|------------------|---------------------|--------------|-----|----------------------|------------------------------|----------------|-----|------------------|
| Customers                                 | ○         | ●         | ○   | ○                 | ○                | ○                   | ○            | ○   | ○                    | ○                            | ○              | ●   | ○                |
| Employees                                 | ●         | ●         | ●   | ●                 | ●                | ●                   | ●            | ○   | ○                    | ○                            | ●              | ○   | ●                |
| Contractors                               | ●         | ●         | ●   | ●                 | ○                | ○                   | ○            | ●   | ●                    | ●                            | ○              | ○   | ○                |
| First Responders                          | ○         | ●         | ○   | ○                 | ○                | ○                   | ○            | ○   | ○                    | ○                            | ○              | ●   | ●                |
| Communities and Non-Governmental Agencies | ○         | ○         | ○   | ○                 | ○                | ○                   | ○            | ○   | ○                    | ○                            | ○              | ●   | ○                |

# Safety Governance

GRI 2-24

In general terms, the discussion, and decision-making bodies in ALEATICA's Safety Strategy are the following committees:

## Safety Steering Committee

### Composition

CEO, COO, Global Safety Management, Global Communications Management, Global Sustainability and Customer Service Management, Technical Management, IFM Members (Shareholders), COO of Indiana Toll Road (IFM Business Unit).

Liaison in Committee 3: COO and Safety Management

### Matters Considered

- Safety Business Plan
- Safety Business Plan Analysis
- Safety strategy review
- Approval of extraordinary measures
- Approval of safety-related studies (global/regional macro)
- Unification of criteria between IFM Business Units

### Meeting Frequency

Semiannual

## Employee Health and Safety Committee / Commission (Committee 1)

### Composition

Employees

Liaison with Committee 2: Business Unit Safety Management.

### Matters Considered

- Discuss, review, and recommend different applicable points of the Safety program.
- Talk about the process of implementing the preventive culture, Near Miss processes, incidents or accidents that have occurred, deficiencies that have been detected.
- Proposals for accident reduction

### Meeting Frequency

Quarterly

## Health and Safety Committee of the Business Unit (Committee 2)

### Composition

Directors and Managers

Liaison with Committee 3: Safety Director

### Matters Considered

- The points discussed at the Employees' Safety Committee are presented.
- Follow-up to Safety planning and objectives.
- Follow-up on trends in incidents, occupational accidents, road accidents and Near Miss.

### Meeting Frequency

Monthly

## Global Health and Safety Committee (Committee 3)

### Composition

COO / Global Safety Management and Heads / Managers / Safety Business Units / Business Unit Medical Services Managers

Liaison with Committee 2: Global Safety Director.

### Matters Considered

- Safety issues in the Business Units and throughout the group
- Compliance with objectives and planning
- Follow-up of accident and accident rate statistics.
- Topics related to Road Safety
- Establishment of common guidelines for all Business Units and the group at Safety
- Establishment of Global Health Calendar for unified campaigns
- Review of specific calendars
- Implementation of medical services regulations
- Disseminate deontological and medical and occupational medicine manuals

### Meeting Frequency

Quarterly

As a result of the health emergency, an **Extraordinary Sanitary Committee** was formed, composed of ALEATICA and IFM personnel, to analyze and establish the most appropriate strategies in the fight against COVID-19. This committee has continued to meet during the year 2022 at the request of its members to analyze possible new waves of COVID-19 and to review the need to reinforce preventive measures.

# Safety Governance

## Safety Organizational Structure

The Global Safety Director oversees the Global Road Safety Management, the Regional Safety Managements, and the Medical Coordination Units.

## Regional Safety Managements (Occupational Safety):

Manage everything related to occupational safety and health, including the Safety Management System, projects and/or initiatives included in the Business Plan related to safety, industrial hygiene studies, hazard identification and risk assessment, safety-related contracts, among others.

## Global Road Safety Management:

Manages everything related to the analysis of road accidents, establishment of related KPIs and their measurement, planning of road safety strategies and coordination with the **Technical Management** to implement them, preparation of accident reduction programs, follow-up of measures applied to Accident Concentration Sections, Trouble Spots, management of health campaigns with customers.

## Medical Coordination:

they manage everything that has to do with medical services, depending on whether they are in-house or external prevention services. Health surveillance, entry and periodic medical examinations, anti-doping, statistical data analysis, health campaign planning, Webinars and wellness projects.





# Occupational Safety

GRI 403-1, 403-9, 403-10

For ALEATICA, it is a priority that our employees and contractors work in an environment where risks are controlled, our customers travel our roads safely, the vision of Safety is carried to the first responders and the culture of safety permeates our communities".

One of ALEATICA's main aspirations in Safety is to achieve a degree of maturity that reaches interdependent status (Bradley Curve) in all Business Units by 2025.

**Rubén Aranda**  
Global Safety Director



During 2022, an overall improvement of 35.89% was achieved with employees in the *Lost Time Injury (LTI)* indicator<sup>29</sup> compared to 2021. The cumulative reduction of this indicator since 2020 has been 53.70%.

| Indicators for Safety <sup>30</sup>                                       | 2020                    | 2021      | 2022      |
|---------------------------------------------------------------------------|-------------------------|-----------|-----------|
| Number of occupational accidents with sick leave (LTI <sup>31</sup> )     | 54                      | 39        | 25        |
| Number of days lost due to accidents with sick leave                      | 1,591                   | 1,848     | 566       |
| Number of accumulated working hours                                       | 5,559,598 <sup>32</sup> | 6,392,938 | 6,371,751 |
| Number of deaths due to work-related activities or illnesses of employees | 1                       | 1         | 0         |
| Incidence Rate (LTIIR, Lost Time Injury Incidence Rate)                   | 2.23                    | 1.46      | 0.86      |
| Severity Rate (LTISR, Lost Time Injury Severity Rate)                     | 0.29                    | 0.29      | 0.09      |
| Lost Time Injury Frequency Rate (LTIFR)                                   | 9.88                    | 6.10      | 3.92      |

29. Lost Time Injury (LTI). Indicator of occupational accident rate that measures lost time injuries.  
 30. LTIFR in this table is calculated on the basis of 1,000,000 hours. LTISR on the basis of 1,000 hours and LTIIR on the basis of 100 hours.  
 31. Refers to the Lost Time Injury indicator (LTI).  
 32. The data in worked annual hours includes permanent and temporary employees. In Chile, 264 eventual employees were reported, and their hours are included in this total.

# Occupational Safety



| 2022 Safety Indicators                                                             | Men       | Women     | Total/Aggregate |
|------------------------------------------------------------------------------------|-----------|-----------|-----------------|
| Number of occupational accidents with sick leave (LTI)                             | 20        | 5         | 25              |
| Number of days lost due to accidents with sick leave                               | 542       | 24        | 566             |
| Number of accumulated working hours                                                | 4,910,169 | 1,461,582 | 6,371,751       |
| Severity Rate (LTISR, Lost Time Injury Severity Rate)                              | 0.11      | 0.02      | 0.09            |
| Lost Time Injury Frequency Rate (LTIFR)<br>Lost Time Injury Frequency Rate (LTIFR) | 4.07      | 3.42      | 3.92            |

It was not until 2022 that ALEATICA began to record all the components of the occupational accident indicators of the company's employees broken down into men and women. This is done through the ASR platform.

## Contractor Safety Indicators

Regarding to contractors, the Lost Time Injury (LTI) indicator worsened by 160% in 2022 compared to 2021. This impact is associated with the fact that during that year ARM increased the number of employees in Functional Unit number 3 (FU3 - improvements), AIFA (within CONMEX) in Mexico was at full capacity to meet deadlines, Puente Industrial started up and CANOPSA has also been at peak workload. The ARM population increased to 3,000 employees in contractor companies.

| Safety Indicators                                      | 2020      | 2021      | 2022       |
|--------------------------------------------------------|-----------|-----------|------------|
| Number of occupational accidents with sick leave (LTI) | 117       | 98        | 255        |
| Number of accumulated working hours                    | 4,259,035 | 9,370,848 | 15,239,944 |
| Lost Time Injury Frequency Rate (LTIFR)                | 27.47     | 10.46     | 16.73      |
| Number of contractor occupational fatalities           | 1         | 2         | 3          |

Analyzing LTI typology, 16% are caused by blows or mechanical contact, usually of a minor nature due to mishandling or use of small hand tools, 10% are related to falls on the same level (trips, slips, among others), 7% are overexertion and 5% are due to entrapment by or between objects.

# Occupational Safety

## Hazard Identification, Risk Assessment, and Incident Investigation

GRI 403-2

Hazard identification and risk assessments are performed through matrices that follow the **DOS-PRCS-01 Hazard identification and risk assessment** process. These matrices have been improved in recent years through the **Job Hazard Assessment (JHA)** program, which began in 2021 and during the year 2022 has improved its execution with a refresher program for current employees and as part of the induction process for new personnel.

### Job Hazard Assessment (JHA)

The JHA project is mainly based on safety training on risks and daily activities, with some administrative roles receiving virtual training.

#### Employees reached

2022

**1,587**

2021<sup>33</sup>: 2,843<sup>34</sup>

#### Accumulated employee-hours

2022

**3,719**

2021<sup>33</sup>: 10,637

#### Number of accumulated sessions

2022

**275**

2021<sup>33</sup>: 551

33. The project started in 2021.

34. The number of employees reached by JHA training is bigger than the hired people by December 31st, 2021, due to the personnel rotation during the year.

### Near Miss Project

The Near Miss project has been implemented in all ALEATICA Business Units globally through its development in the digital platform ALEATICA Safety Reporting (ASR). This has been an essential step forward for advancing in the cultural change we want to achieve in Health and Safety. The main objective of this project is to internalize the identification of unsafe actions and conditions, which, if not solved, could materialize in an incident or accident at work in the future.

The program continued to be promoted throughout 2022, with all Business Units reporting Near Miss. 1,000 Near Misses per year have been exceeded once again, i.e., this activity has triggered corrective actions that have prevented more than 1,000 accidents per year.

#### Near Miss COVID

2022

**43**

2021: 172  
2020<sup>35</sup>: 71

#### Standard

2022

**1,342**

2021: 868  
2020<sup>35</sup>: 15

#### Corrective actions

2022

**1,452**

2021: 1,037  
2020<sup>35</sup>: 99

35. The project started in September 2020.

36. This solution consists of a device that generates an audible or visual alarm in the event of an invasion by a vehicle, enabling employees to leave the area and get to safety. The Business Units that received the equipment were CONMEX (3 units), GANA (4 units), VB (2 units) and AuNorte (2 units).

### Safety Stop Cards

The Safety Stop Cards project has been successfully launched in the Business Units where the project was implemented. It consists of increasing employee empowerment through cards authorized by the Business Unit General Manager, which enable them to stop work when conditions are unsafe.

#### Employees participating in Safety Stop Cards

2022

**74**

### Technology-based improvements

In a first phase, **11 units of a lane intrusion alarm system**<sup>36</sup> have been purchased in some Business Units in Mexico. In a second phase, it is expected that more Business Units will be equipped with these elements.

In addition, to improve the safety of the employees' journeys, a **solution based on GPS and two cameras** was implemented in the operating vehicles, allowing the location of the unit to be known at any time, as well as the recording of incidents for later analysis. **37 GPS systems with this feature have been implemented.** This first phase included CONMEX, GANA, AuNorte, TeleVía and AuNor Business Units.

# Occupational Safety

## Employee Participation, Consultation and Communication on Occupational Safety and Health

GRI 403-4

The participation of employees in the management system is guaranteed through the different communication, participation and consultation processes established in ALEATICA and its Business Units.

In 2022, through ALEATICA's **Safety First Plan**, we maintained the different initiatives for employees that will ensure effective participation:

- Maintenance of employee Safety Committees
- Safety communication boards
- E-mail: [safety@ALEATICA.com](mailto:safety@ALEATICA.com)
- Graphic communication material
- **One ALEATICA** monthly newsletter, where Safety related articles are reinforced
- **Job Hazard Assessment (JHA) Program**
- **Near Miss**
- **Stop Cards**
- **Safety Leaders**
- **Safety Mentors**

In 2022, the **ALEATICA Safety Reporting (ASR)** platform has continued to be consolidated. All accidents and incidents are recorded through the app, thus allowing to perform investigations and to identify their "root causes", following the DOS-PRCS-09 Accident, Near Miss and Incident Investigation process. In turn, the corresponding

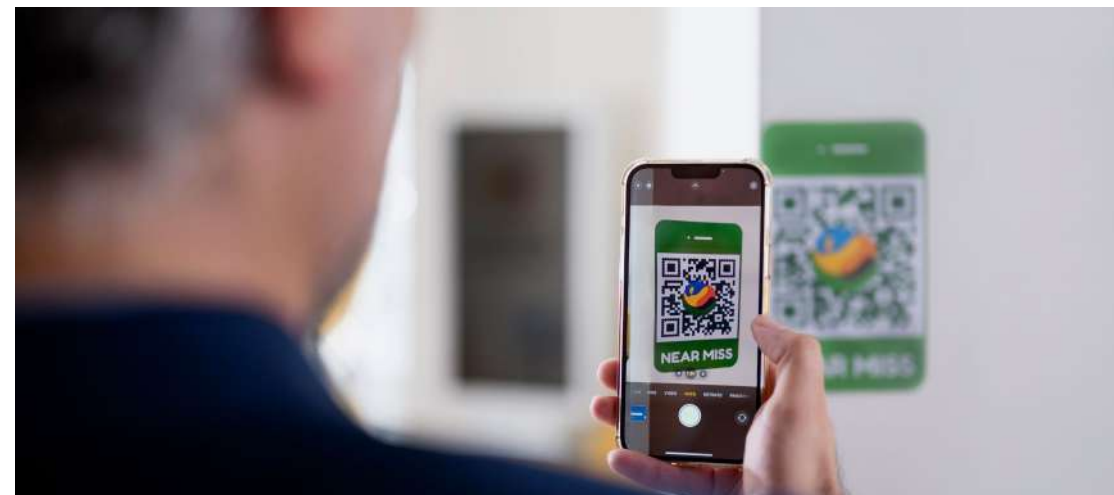
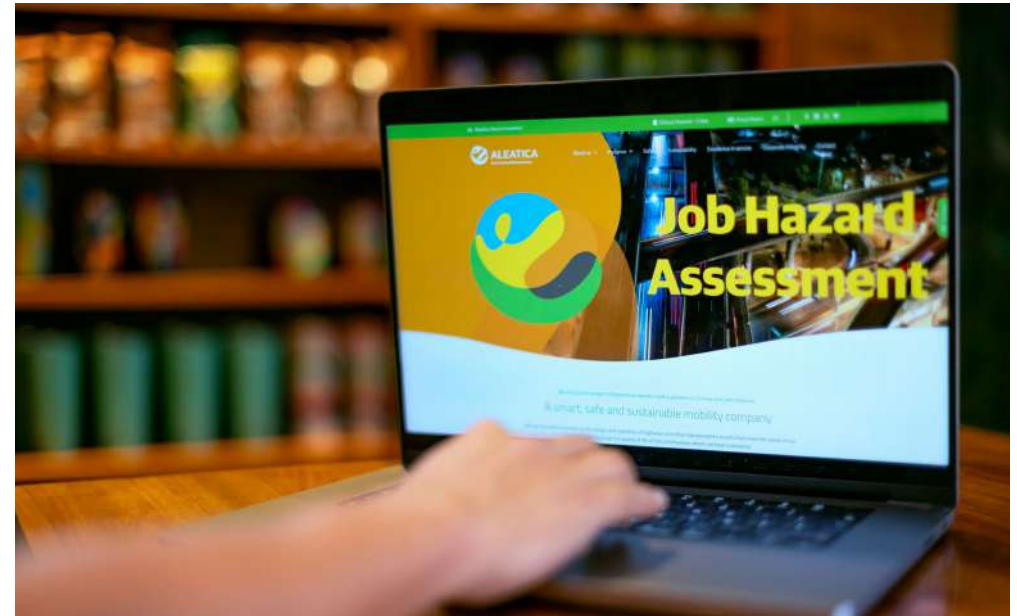
corrective measures for attention, follow-up and closure are proposed in this platform. During this same year, the **Contractors Module** for the ASR platform has also been consolidated, which has allowed all Business Units to upload this information for their respective management.

During 2022, the **Non-conformities Module** has also started to operate in the **ASR** platform, where it is possible to upload non-conformities or comments related to the system or operational processes, which may affect Health and Safety. More modules are planned for 2023, such as **Medical Services**<sup>37</sup> and **Change Management**<sup>38</sup>.

Analyzing the **ALEATICA Safety Reporting (ASR)** data together is a great step forward for the area since it allows reorienting training efforts and training processes on the main causes of incidents and accidents.

<sup>37</sup> The Medical Services module will allow a complete digitalization process of medical information related to employees, always complying with the strictest data protection laws. This will also make it possible to exploit the information through Business Intelligence to obtain statistical data and be able to target health campaigns.

<sup>38</sup> The Change Management module will allow to keep a traceability of all change requests that must be evaluated because they could have an impact on the safety and health of employees.





# Occupational Safety

## Coverage of the Occupational Health and Safety Management System

GRI 403-8

All ALEATICA employees are covered by the Health and Safety Management System. Additionally, there are different controls included within the system to ensure that it covers contractors and third parties as well as other stakeholders.

For contractors, the **Mandatory Safety Requirements (MSR)**, which define minimum safety guidelines that contractors must comply with in order to work with ALEATICA and its Business Units, are still in place. In addition, there are contractual safety clauses in their contracts and their respective supervisors must ensure compliance with all requirements. This is complemented by the work of the **Safety Control Group<sup>39</sup>**, which carries out controls for the issuance of safety certificates so that contractors can work with us. During

39. Safety Control Group (SCG) is ALEATICA's control group that reviews compliance with Occupational Health and Safety requirements in contracts signed with contractors.

40. The reduction in training hours with respect to the year 2021 is mainly due to the fact that when the maturation process of the Safety strategy in the Business Units began, it was necessary to exponentially increase training in safety and health issues. Today, this intensity of training is not necessary.

2022, **190 contractor contracts** have been reviewed and validated.

In some operations, **software** has been contracted and implemented to **control contractor documents and the accreditation process**. So far, **7,000 documents have been reviewed and validated**.

In addition, **bi-annual meetings** have been held **between contractors and the Contractors' Management** where safety issues are reinforced and procedures are validated to guarantee the health and safety of the personnel in charge of them.

All ALEATICA employees are covered by the Health and Safety Management System.

## Employee Occupational Health and Safety Training

GRI 403-5

Globally, the Business Units had a total of 35,056 hours of specialized safety training in 2022, 78% less<sup>40</sup> than in 2021 (163,705 hours). Currently, the Business Units have a higher degree of maturity within the Bradley Curve, so that training plans are becoming increasingly individualized for each activity performed by each employee, so that the intensity in training hours tends to decrease and is expected to stabilize in the medium term.

Together with the Human Resources Executive Management in 2022, the Annual Global Training Plan was defined, where ALEATICA's institutional training and operational training programs were established.

As part of the institutional training, Near Miss and Job Hazard Assessment training was conducted. In the operational training programs, training on working in confined spaces, working at heights, confinement schemes/safe lane closures for maintenance work, ergonomics at work, among others, were reinforced.

### Safety training hours

2022

**35,056**

2021: 163,705  
2020: 35,963

2022

2021

2020

# Occupational Safety

## Safety Squad

In 2022, the project to be highlighted is the **Safety Squad**, which is based on a communication strategy broadcasting cartoons, comics and training videos on some topics of occupational health and safety using a language closer to the operating personnel. This project will continue in 2023.

The design of the characters **Seguriman, Tito Conito, Segurimóvil, Armando Carriles and Rita**, emerged from different focus groups that were carried out with employees of Autopistas Urbanas and Circuito Exterior Mexiquense in Mexico.

The project progress is **67%**, which corresponds to 25 video-comics, out of a total of 37 projected from the beginning of the project.

## Operational Dashboard

Templates have been generated on the reporting of **six Leading Indicators** under the Safety Squad Look & Feel.

## Safety Mentoring

The Safety Mentoring project, also launched in 2022, consists of creating mentors who will accompany new employees during their first days on the job and provide them with basic safety training while they perform their tasks. The mentor will talk to them about the Near Miss process and how to report it through digital devices, about the JHA and how to perform their work safely, among other topics.

### Employees participating in Safety Mentoring

2022

94

## Safety Crew Leaders

The Safety Crew Leaders project was also launched in 2022 as part of the strategy to increase the safety network within the organization. After a training process, employees become safety leaders within their work crews. These leaders are responsible for supporting the five-minute daily talks, assisting in the Near Miss survey and ensuring the safety of their peers.

### Employees participating in the Safety Crew Leaders program

2022

90

## Safety Tours

Safety Tours are tours conducted by middle and top management to different workplaces, to talk to employees about safety issues and their safety needs. Topics such as the use of PPE<sup>41</sup>, unsafe conditions to be corrected, Near Miss, among others, are discussed. **In 2022 they have been implemented and complete a total of 162 topics and 177 annotated problems.**

41. PPE: Personal Protection Elements.

## Safety Recognitions

As a strategy to increase the employees' engagement and to encourage them to improve their safety knowledge and practices, different awards and recognitions were established for their participation in the different programs and for their performance.

# Road Safety

GRI 403-1, 403-7, 403-8, 403-9, 403-10

"ALEATICA is aligned with the Sustainable Development Goals (SDGs) and the Second Decade for Road Safety 2021-2030, with a commitment to reduce fatalities on the roads it operates worldwide by 50%."

"ALEATICA's customers are part of ALEATICA's stakeholders and as such, it is a priority for the company to focus on the 'Safe Approach' to the roads so that they can 'forgive' human errors in case road accidents materialize."

## Road Safety Indicators

The main types of accidents with injuries during 2022 were 25.6% for vehicle rollovers associated with distractions, 23.1% for rear-end crashes, 13.5% for side crashes, 9.7% for head-on crashes and the remaining for multiple other causes.

Regarding fatalities, 44.3% occurred in accident concentration sections (-12.7% compared to 2021).

By type of service, the highest percentages of accidents occurred in cargo transportation, which was involved in 25.1% of the accidents recorded, private transportation in 66.8% and the remaining were other types of services.

Analyzing by type of vehicle involved, motorcycles were the highest, accounting for 21.7% (+14.4% compared to 2021), followed by heavy vehicles, accounting for 25.6% (-5.5% compared to 2021).

| Indicator                                       | 2020 | 2021  | 2022         |
|-------------------------------------------------|------|-------|--------------|
| Recorded injuries (including traffic accidents) | 799  | 1,141 | <b>1,332</b> |
| Fatalities in customer accidents                | 75   | 123   | <b>117</b>   |

## Investments in the Accident Reduction Program (ARP)<sup>42</sup>

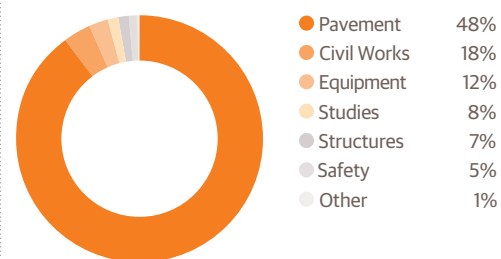
Las inversiones contempladas en el PRA (2020-2024) ascienden a 134 millones de euros.

| Business Unit               | TOTAL of millions of euros budgeted | Cumulative delivery in millions of euros to 2022 | Execution % by 2022 |
|-----------------------------|-------------------------------------|--------------------------------------------------|---------------------|
| CONMEX                      | 43.61                               | 29.49                                            | 67.6%               |
| Vías Urbanas (VB y AuNorte) | 7.43                                | 5.25                                             | 70.6%               |
| GANA                        | 23.14                               | 15.4                                             | 66.5%               |
| ARM                         | 47.61                               | 45.41                                            | 95.4%               |
| AuNor                       | 11.21                               | 3.93                                             | 35.0%               |
| M45                         | 1.13                                | 0.91                                             | 80.5%               |
| <b>Total</b>                | <b>134.13</b>                       | <b>100.39</b>                                    | <b>74.8%</b>        |

During 2022, approximately 43.4 million euros have been invested, which marks an advance of 74.8% in the total accumulated investments contemplated in the PRA at ALEATICA, S.A.U. level.

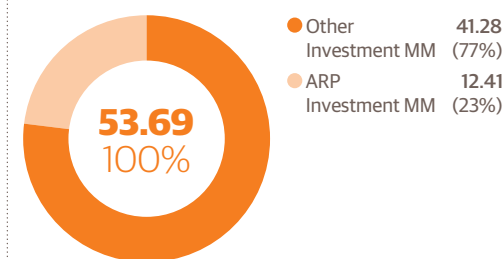
## Investment in Major Maintenance<sup>43</sup>

Consolidated Companies



## ARP Investment in Major Maintenance

MM (Millions of euros)



With regard to Major Maintenance, the investment of ARP projects accounted for 23% of the total Major Maintenance investment of the Business Units with ARP projects in 2022.

<sup>42</sup> Compared to the previous year, the figure has been restated from 108.34 to 134.13 million euros due to the reorientation of strategies and/or initiatives that resulted in some cost increases. It is important to keep in mind that the cost estimates planned from year to year may vary due to various factors. One is cost optimization and another is the effect of exchange rate variations between countries.

<sup>43</sup> Percentages of investment executed in 2022 with respect to the total in Major Maintenance for a value of 53,685,743 euros for the CONMEX, GANA, AuNorte, VB, AuNor, BreBeMi, M45, TMS and ARM Business Units. Machinery and Equipment has been included in the Other category.



# Occupational Safety

## Coverage of the Occupational Health and Safety Management System

GRI 403-7, 403-8

Regarding the customers and communities nearby the operations, the strategy of Road Safety of ALEATICA is based on the concept of a safe approach, analyzing the road accidents from three **main factors: infrastructure, customer, and vehicle**. Based on internal information from the Business Units and analyses carried out by consulting firms such as iRAP<sup>44</sup>, the **Accident Reduction Program (ARP)** is implemented through initiatives and projects aimed at each of these factors, to reduce the accident rate and the consequences of accidents should they occur.



## Future Road Safety Strategy

**Infrastructure** is the most relevant factor with respect to the amount of investment. Most of the investments aimed at the road factor will be undertaken by the Major Maintenance area of the Technical Direction. External consultancies, such as the one contracted for the iRAP studies, will be essential to obtain an internal and external perspective.

Focusing on the **customer** and the **vehicle** is essential for the rigorous execution of **Accident Reduction Programs (ARP)**, to address customer error in driving, improve vehicle fleet maintenance and reduce customer accidents.

The main investments that have been made in the three factors infrastructure, customer and vehicle are as follows:

### Infrastructure factor:

- Road signs.
- Lateral containment systems.
- Frontal restraints.
- ITS (Intelligent Transportation Systems).
- Lighting and paving.

### Customer and vehicle factors:

- Road Safety Programs in towns (School Program) WE ARE ALL ROAD SAFETY.
- Customer-oriented health campaigns. Coffee and safe pill
- Information campaigns on the road by messages.
- Dual collaboration agreements with First Responders (Civil Protection, Red Cross, National Guard, State Police).
- Establishment of Safe Stops and Truck Centers.
- National Guard virtual patrols.
- Accident investigation with virtual reconstruction of events.

<sup>44</sup>iRAP (International Road Assessment Programme) is an independent consulting firm working on road safety issues, which issues an opinion on the safety status of the roads they analyze. They rate the roads between 1 and 5 stars (1 being the lowest value and 5 the highest value). They analyze different topics such as containment systems, sound barriers, track design, operating speeds, among others.



# Occupational Safety

## Road Safety Governance

As mentioned above, the **Global Road Safety Management** coordinates its work with the Global Safety Director and the **Global Technical Direction**. On the other hand, the latter contributes to Safety's strategic efforts through its planning, economic control and technical risk management processes for the activities of the Business Units, both those in the operating phase and those in the investment phase.

The **Global Technical Department** works hand in hand with the **Control and Technical Support Department**, both within the **Operations Department**. In turn, it receives support from the **Planning, Risk and Reporting Department**.

The above structure guarantees the quality of service of our infrastructures throughout their entire life, from the initial investment stage, participating in the operation phase, to the end when the infrastructure is returned to the grantor under the minimum conditions established in the corresponding concession title.

Throughout 2022, we have continued with the execution of the main works in the Business Units that are in the investment phase, while continuing to develop the maintenance works included in the long-term maintenance plans of each of our concessions in the Business Units that are in the operation phase.

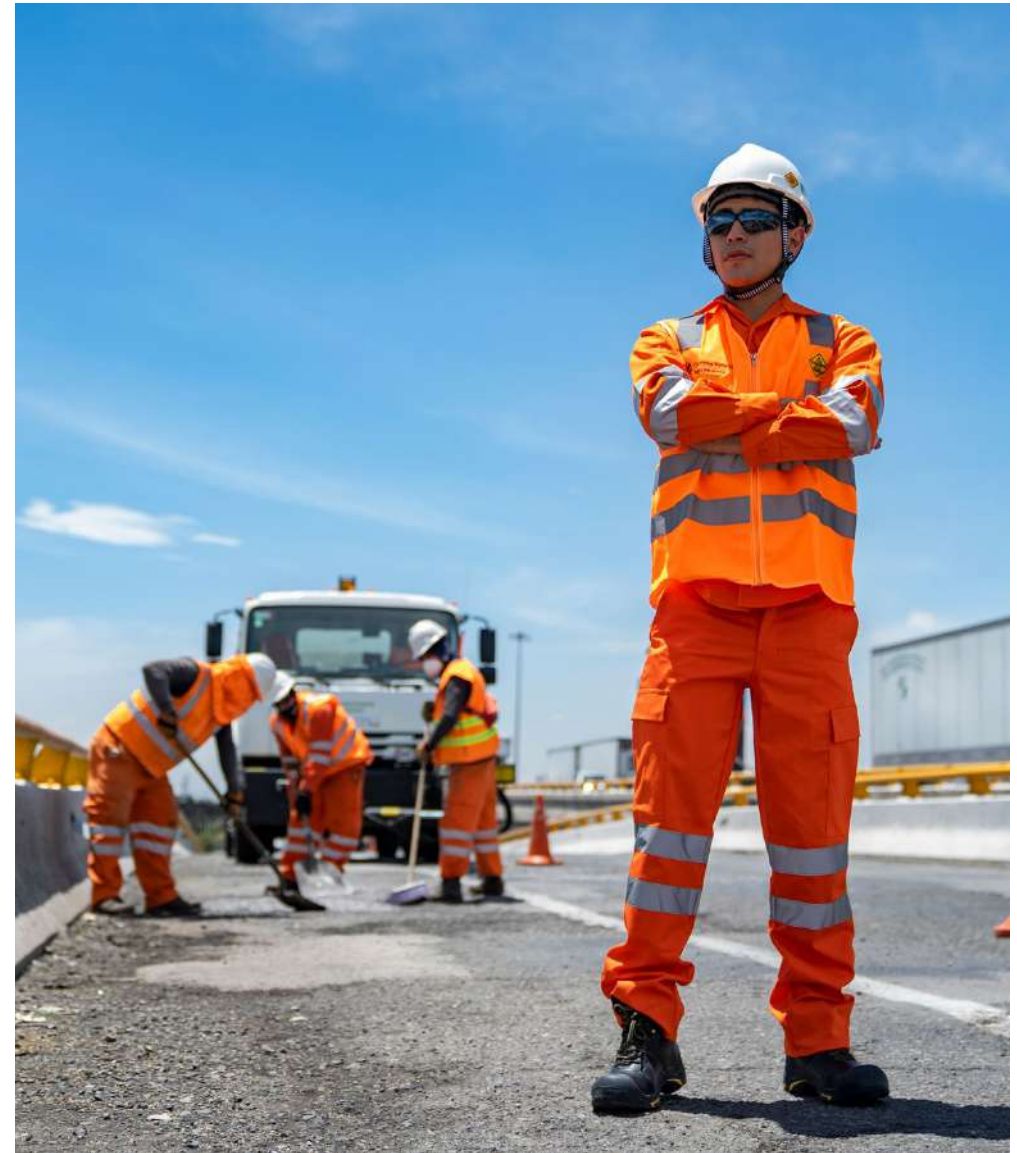
In general terms, to increase the safety and quality of future service, we have implemented the following general measures:

- Improving initial designs by modifying geometry, radii of curvature, camber, among other technical aspects.
- Increasing safety factors considered in the original designs.
- Provide technical support in the evaluation of road safety investments.

In the Business Units that are in the operation phase, each of the actions that we carry out from the major maintenance stage is intrinsically related to the improvement of the service to our customers, as well as to the reinforcement of safety. We perform periodic inspections and maintenance of all the elements of the road, as well as studies of our assets to prevent, optimize and improve our infrastructures.

All major maintenance actions executed in 2022 have been accompanied by a specific safety plan for their execution applying ALEATICA standards, which include both technical and safety criteria to maximize quality and safety.

In addition, during 2022 the **ALEATICA Foundation for Road Safety** was created with the mission of contributing to strategic actions so that the right to mobility in conditions of road safety is a reality for all people, through the promotion of a public agenda with a multi-sectoral participation that promotes safe infrastructure, safe vehicles, and the safe use of roads.



# Medical Services

GRI 403-5, 403-6, 403-8

**Maria de Jesus Chavez**  
Medical coordinator  
Safety, quality, and  
environment busy.



“For ALEATICA, monitoring our employees’ health is a priority. That is why we focus our efforts on health care through medical examinations, medical insurance benefits and health campaigns.”



“Employee’s health is essential for their proper performance and to achieve total balance in several aspects of their lives.”

2022 has once again required a twofold effort on the part of the medical services, as COVID-19 monitoring has been maintained. During 2022, we performed the following actions:

- **Health Campaigns (informative only).**
- **Anti-doping as an essential process to ensure the safety of employees and personnel in the immediate environment (contractors).**
- **COVID-19 strategy.**

The Health Campaigns we conducted during 2022 were:

- **Flu/influenza vaccination campaigns: 863.**
- **COVID-19 (constant). Informative.**
- **Medical examinations: 2,065.**
- **Cardiovascular tests: 69.**
- **Gynecological/urology check-ups: 9.**
- **Dermatological tests: 107.**
- **Helicobacter Pylori-Gastritis test: 41.**
- **Retinal tests: 107.**
- **Defibrillator equipment project: a major campaign for the purchase of defibrillators**

**was carried out in Europe and Chile. 15 pieces of equipment were purchased.**

The Webinars carried out have been:

- **Overweight and obesity.**
- **Chronic diseases. Impact on your work environment.**
- **Vision distortions due to the use of Data Visualization Screens (DDS).**
- **Swelling of hands and fingers due to incorrect use of the mouse.**
- **Burnout.**
- **Low back pain.**
- **Palmar mycosis.**
- **Sleep-Wakefulness.**
- **Breast cancer.**
- **Skin cancer.**
- **First aid.**
- **Accidents due to sleep disturbance.**
- **Monkeypox and childhood hepatitis.**
- **COVID vaccines for children.**

# Medical Services

## COVID-19 Indicators

COVID-19 rapid antibody tests

2022

**10,382**

2021: 22,325

2020: 8,300

## COVID-19 Fatalities

Mexico

2022

**0**

2021: 6

2020: 1

| Business Unit | 2020 | 2021 | 2022 |
|---------------|------|------|------|
| CONMEX        | 0    | 3    | 0    |
| AuNorte       | 0    | 1    | 0    |
| GANNA         | 1    | 2    | 0    |

Peru

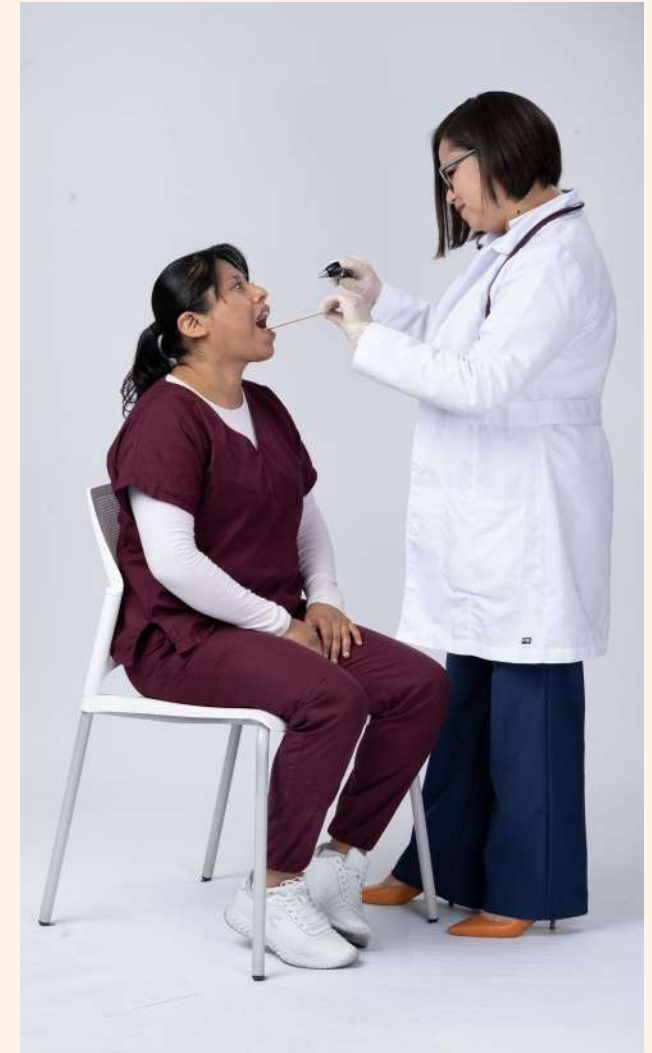
2022

**0**

2021: 1

2020: 0

| Business Unit | 2020 | 2021 | 2022 |
|---------------|------|------|------|
| AuNor         | 0    | 1    | 0    |





## Medical Services



### Occupational Health Services and Employee Health Promotion

GRI 403-3, 403-6

ALEATICA offers several types of medical services. These are classified into Own Prevention Service and External Prevention Service. The medical services are centralized in Mexico City (Mexico) and Madrid (Spain), each with a Medical Coordination Manager.

In the case of Mexico, there are doctors coming from the corporate level and working as implants<sup>45</sup> in the Business Units. In Mexico, there is a Medical Coordinator, five occupational physicians and two nurses. In Spain there is a Medical Coordinator and in AuNor (Peru) there is an occupational physician.

Business Units that do not have physicians as such, rely on External Prevention Services, also known as Mutuels, Insurance Companies or Occupational Risk Administrators (in the case of Colombia).

List of access to own and/or external health services by country:

- **Mexico: own medical services.**
- **Spain: external prevention services, with support from Madrid's own medical service.**
- **Peru: own medical services.**
- **Colombia: external medical services (Occupational Risk Administrators - ORA).**
- **Chile: external medical services (mutual safety services for accidents at work, travel, and occupational diseases).**
- **Italy: external medical services.**

Medical services are planned at the beginning of each year, through their annual plans, the health surveillance processes (through periodic medical examinations and admission of employees) and the different campaigns that are carried out.

45. An implant consists of the implementation, on a temporary basis, of a qualified professional within a specific area of the company.



# Future Commitments and Goals

**Oscar Toledo**  
Traffic Leader

**Diego de la Puerta**  
Global Director  
of operations COO



**1** Keep up with the continuous improvement of the projects that have been consolidated in 2022, such as Near Miss, Job hazard Assessment, Safety Leaders, Safety Mentors, Stop Cards, Safety Tours, and recognitions.

**2** Carry out the COMPLETE VISION-360° Security Study to establish the same evaluation criteria to measure the degree of maturity in all Business Units and obtain individualized roadmaps for each of them.

**3** *Keep up with the strategy of achieving ISO 45001 Certification on Occupational Health and Safety Management Systems, in 100% of the Brownfield Business Units.*

**4** Complement the annual security training plan with specialized topics for middle managers and executives.

**5** Implement measures to reduce work-related accidents with lost days due to disability/medical leave. Maintain frequency index values between 0 and 8

**6** Implement measures to reduce road accidents and mitigate the consequences on customers in case of accidents. All the above, in line with the Sustainable Development Goals (SDGs) and the Second Decade for Road Safety, which calls for a 50% reduction in fatalities between 2021-2030.

**7** Continue with the health surveillance processes of ALEATICA employees.



# ALEATICA Foundation for Road Safety

From the ALEATICA Foundation for Road Safety, we want to contribute to reduce deaths and injuries due to traffic by at least 50%, in accordance with the provisions of the Second Decade of Action for Road Safety 2021-2030 of the United Nations.

**Fernanda Espinosa Arcega**  
ALEATICA foundation Leader



## Highlights

In Mexico there is a fatality due to road accidents

**36 minutes<sup>46</sup>**

<sup>46</sup>National Alliance for Road Safety (ANASEVI). Mexico, 2021.



**Our cause:** to promote the right to mobility in road safety as a reality for all persons.

Globally, road accidents are the cause of death for more than 1.3 million people and 50 million injured each year. In Mexico, deaths and injuries caused by traffic incidents are a major public health and economic development problem.

Between 2020 and 2021 alone, registered traffic deaths have increased by 11.6%, and Mexico ranks seventh globally and second in Latin America. In contrast, countries such as Australia, Spain, the United Kingdom, Sweden, and many others, decreased their mortality from traffic events by more than 50% in the same period.

The ALEATICA Foundation joins the efforts of the Second Decade of Action for Road Safety of the United Nations, which establishes goals of reducing mortality and serious injuries due to traffic incidents by 50% by 2030. To do this, we will align ourselves with six targets of the Sustainable Development Goals that relate to mobility, infrastructure, road safety and sustainability.

We will work to generate and strengthen strategic alliances with key actors from the public, private and social sectors, to promote the adoption and implementation of the Safe Systems Approach, and promote the change towards sustainable mobility, from different perspectives, programs, and projects.

The foundation was established in September 2022, by Mexican law. Its initial focus will be concentrated on Mexico, to later expand to the countries where ALEATICA has a presence. Significant progress has been made during 2022:

- We consolidated the Advisory Committee with international experts in road safety.
- At the end of 2022, we worked on our first work program to start activities in 2023.
- The foundation was launched in November, in an event that had more than 100 invitees. ALEATICA executives and leaders of government, civil society and important Mexican companies also attended.
- We celebrated the signing of the Memorandum of Understanding - MOU with the International Road Assessment Programme (iRAP) which marked a milestone as the first formal collaboration.
- And in the second part of the event, experts talked about awareness, education, and technology as central axes to build a culture of road safety.

Institutionality is fundamental to our work, so we established the following guidelines for our future activities.



## Mission

**Contribute** to strategic actions so that the **right to mobility in conditions of road safety** is a reality for all people, through the promotion of a **public agenda with a multi-sectoral participation** that promotes safe infrastructure, safe vehicles and the safe use of roads.



## Vision

**To be the benchmark foundation and catalyst of cultural change** with multi-sectoral collaboration in road safety, to have safe infrastructure, vehicles and the safe use of roads, in compliance with the goals of the Second Decade of Action for Road Safety 2021 - 2030 in alignment with the Sustainable Mobility Goals of the 2030 agenda.



# Strategy

In general terms, we will work on the three risk factors in Road Safety: Infrastructure, Vehicles and Mobility Customers. Transversally for each of them, training, sensitization and awareness-raising activities, promotion efforts and support for technology-based initiatives will be carried out.

Training,  
sensitization  
and awareness

Promotion  
efforts

Technology  
initiatives

## Safe infrastructure



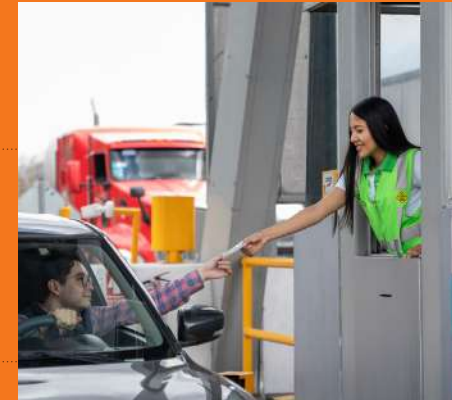
Work with the main international standards and rules to minimize the risk related to infrastructure on high-performance roads.

## Safe vehicles



Promote and support best practices and global standards for safer vehicles that contribute to avoiding road accidents and protect customers in case they occur.

## Safe Mobility Customers



Inform and raise awareness to reduce high-risk behaviors and comply with established rules.



# Strategic Objectives

## 2023

**Create, promote and disseminate** inclusive communication for road safety.

Define, **promote and finance** programs and/or projects with impact measurement in favor of road safety focused on infrastructure, vehicles and mobility customers.

**Generate national and international alliances** with civil society organizations, private initiatives and governments with interest in Road Safety participation.

## 2025

**Position** the ALEATICA Foundation for Road Safety as a **national reference** in the promotion of road safety culture in Mexico.

The **programs** and/or projects in favor of road safety of ALEATICA Foundation contribute to **reducing fatalities**.

Consolidate a **national multi-sectoral** effort to meet the goals of the Second Decade of Action for Road Safety 2021-2030.

## 2030







**Position** the ALEATICA Foundation for Road Safety as a **national reference** in the promotion of road safety culture in Mexico.

The programs and/or projects in favor of road safety of ALEATICA Foundation **reduce fatalities and impact on the Second Decade of Action for Road Safety**.

**International** alliances and joint work add to the achievement of the objectives of the Second Decade of Action for Road Safety 2021-2030.

The programs and pillars of the ALEATICA Foundation for Road Safety contribute directly or indirectly to the achievement of the six Sustainable Development Goals (SDGs) on mobility, infrastructure, road safety and sustainability.



| ODS                                                                                                                                        |  | SDG Target                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------|
|  <b>HEALTH AND WELLNESS</b><br>3,6                       |  | • Reduce traffic accidents and injuries by 50%.                                  |
|  <b>AFFORDABLE AND NON-POLLUTING ENERGY</b><br>7,2      |  | • Renewable energy in transportation systems.                                    |
|  <b>INDUSTRY, INNOVATION, AND INFRASTRUCTURE</b><br>9,1 |  | • Reliable, sustainable, and quality mobility infrastructure.                    |
|  <b>SUSTAINABLE CITIES AND COMMUNITIES</b><br>11,2      |  | • Safe, affordable, accessible, and sustainable transportation systems.          |
|  <b>PEACE, JUSTICE, AND STRONG INSTITUTIONS</b><br>16,1 |  | • Reduce all forms of violence and crime on highways and transportation systems. |
|  <b>ALLIANCES TO ACHIEVE OBJECTIVES</b><br>17,7         |  | • Build national and international alliances.                                    |



## Programs: from Commitment to Action

In line with our mission and advocacy strategy, ALEATICA Foundation will develop the following programs as of January 2023:

### Technology – Data Information to Save Lives

- **Citizen Observatory for Road Safety:** Use cutting-edge technology to monitor the goals of the Second Decade of Action for Road Safety 2021-2030. It will provide clear and timely data on road safety, through an epidemiological surveillance system and a geospatial platform in web services.

### Promoting Road Safety

- **Call for road safety:** as the backbone of the road safety movement, a call will be launched to identify and recognize the best national practices around road safety in order to promote and finance catalytic projects and strengthen interventions that demonstrate their effectiveness in reducing road injuries and fatalities and are likely to be replicated.
- **Road Infrastructure Improvement Program (on ALEATICA Roads):** Infrastructure improvements from the data are very important, because there is evidence linking road design to the probability of collision and the severity of crashes. In the context of the agreement with iRAP, safety in ALEATICA's infrastructure will be measured reliably through systematic road inspection. The project will develop a detailed understanding of the level of risk that is incorporated in ALEATICA road networks, detecting through objective data the riskiest sections to then carry out infrastructure improvement actions.

### Training, sensitization, and awareness

- **Road safety training system:** Its purpose is to sensitize, raise awareness and train the population on road safety issues. With a combination of technology, social media, campaigns and in-person events, we will reach tens of thousands of people. Our target audience includes authorities, operational staff, academic professionals, university students, the media, and the general population. Innovative technologies will be applied to help customers detect risk factors and stimulate the continuous improvement of road behaviors.

# Governance

The transparency and impact of the Foundation's actions will be advised by our Board of Directors and members of the Executive and Advisory Committee, composed of international and national experts in road safety, who will supervise and validate our actions.

## Board of Directors

Oversees all affairs, administration and evaluation of resources

|                                                                                                        |                                                                                                  |                                                                                  |                                                                               |                                                                                  |                                                                                       |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| <b>Bosco Martí</b><br>President<br>Global Director of Institutional Affairs and Communication ALEATICA |                                                                                                  |                                                                                  |                                                                               |                                                                                  |                                                                                       |
| <b>Rubén López</b><br>Member<br>General Manager of ALEATICA Mexico                                     | <b>Vanessa Silveyra</b><br>Member<br>Global Head of Sustainability and Customer Service ALEATICA | <b>Pablo Olivera</b><br>Member<br>General Secretary ALEATICA                     | <b>Diego de Lapuerta</b><br>Member<br>Global Chief Operating Officer ALEATICA | <b>Marco Padilla</b><br>Member<br>Global Head of Compliance and Risk at ALEATICA | <b>Gian-Carlo Peressutti</b><br>Member<br>Director of Public Affairs at IFM Investors |
| <b>Amira del Olmo</b><br>Secretary<br>Legal Services Director ALEATICA Mexico                          |                                                                                                  | <b>Yessica Ruíz Vergara</b><br>Deputy Secretary<br>Legal Counsel ALEATICA Mexico |                                                                               | <b>Gabriel Nuñez</b><br>Treasurer<br>Global Chief Financial Officer ALEATICA     |                                                                                       |

## Executive Committee

Responsible for daily operations

|                                                                  |                                                                 |                                                                             |                                                                  |
|------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------|
| <b>Fernanda Espinosa</b><br>Director ALEATICA Foundation         |                                                                 |                                                                             |                                                                  |
| <b>Rubén Aranda</b><br>Member<br>Global Safety Director ALEATICA | <b>Ricardo Lobo</b><br>Member<br>Head of R&D&I Service ALEATICA | <b>Itzel Meyenberg</b><br>Member<br>Global Communications Director ALEATICA | <b>Javier Cuesta</b><br>Member<br>General Manager OPI and CONMEX |

## Advisory Committee

Assists in the achievement of strategic objectives

### Rob McInerney

CEO *iRAP*.

Registered charity with a vision of a world free of high-risk roads.

### Dr. Francisco Alonso

Director of the Institute of Traffic and Road Safety of the University of Valencia.

Professor at the University of Valencia since 1996 with the Profile "Traffic and Road Safety".

### María José Pessano

Executive Director of the Gonzalo Rodríguez Foundation. International benchmark in child road safety.

### Arturo Cervantes

President ANASEVI

It works to promote the achievement in Mexico of the global goals and objectives for the reduction of road accidents.

### Alejandra Leal

Co-director of Céntrico. From the Safe Mobility Coalition, she promoted the General Law of Mobility and Road Safety and the Constitutional reform of the right to mobility.

### Roy Rojas

International Road Safety Advisor

Current Project Director, COSEVI, and Coordinator of the Motorcycles-Issues Commission in Ibero-America, within the framework of the Ibero-American Safety Program Vial/OISEVI





# Passion for the Team

Guarantee the talent and culture necessary to respond to current and future challenges of the company and contribute to a better work experience for each employee.



## Highlights

Women in Leadership Positions

# 39

executive positions were held by women in 2022.

**Jazmín Cantoral**  
Section engineer/minor maintenance specialist.

**Ivonne Martínez**  
Administrative assistant.

# Progress and Achievements 2022

## Number of Employees

employees in 2022

**2,452**

2021: 2,494

Women in 2022

**845** (34.5%)

2021: 811 (32.5%)

Men in 2022

**1,607** (65.5%)

2021: 1,683 (67.5%)

## Women in Leadership Positions

executive positions were held by women in 2022

**39**

2021: 27

## Staff turnover

2022

**21%**

2021: 16%

**260**

voluntary departures

**254**

involuntary departures

## Absenteeism Rate

2022

**1.4%**

2021: 1.6%

hours of annual absenteeism

**90,853**

2021: 106,953

## Full Time Employees

2022

**98%**

## Employees in Collective Bargaining Agreement

2022

**50%**

2021: 51%

## Training Hours

2022

**69,433**

2021: 57,834

## Internal Promotions

2022

**78**

+2% vs. 2021

+3.5% vs. 2020

## Progress on Our Commitments

● Achieved ● Ongoing

| Commitments 2021                                                                                                                                                                 | Progress 2022 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Give continuity and support to the Hybrid Model in order to achieve the correct functioning of the different work modalities and interactions between the different countries.   | ●             |
| Redesign and balance organizational structures to clarify roles, responsibilities and interactions between functions and areas.                                                  | ●             |
| Update ALEATICA's compensation and benefits study to ensure competitiveness in the market.                                                                                       | ●             |
| Build development paths and career plans for our operational staff, middle managers and professionals, as well as the implementation of a continuous talent management practice. | ●             |
| Consolidate ALEATICA as a great place to work, where all employees feel seen, heard and recognized.                                                                              | ●             |

# Our Approach and Strategy

To get the right people in the right positions, we rely on international tools and best practices for talent identification, assessment, training and retention. These instruments allow us to guarantee a continuous, incremental and dynamic talent cycle that recognizes the effort and passion of each of our employees.

On the other hand, we provide a safe, inclusive and collaborative work environment that allows the integral development of our entire team, prioritizing their well-being and satisfaction. By sharing the same vision, mission and values, we achieve a more united and committed team.



# Our Team Snapshot

GRI 2-4, 2-7, 405-1

## Employees

2022

2,452

2021: 2,4941 2020: 2,454

Italy

158

Peru

260

Chile

71

Colombia

154

Spain

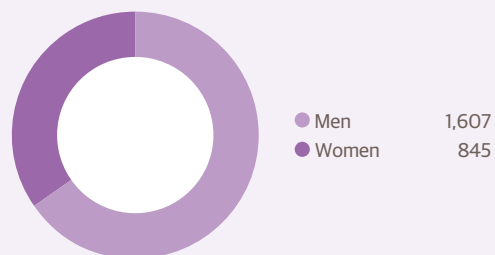
185

Mexico

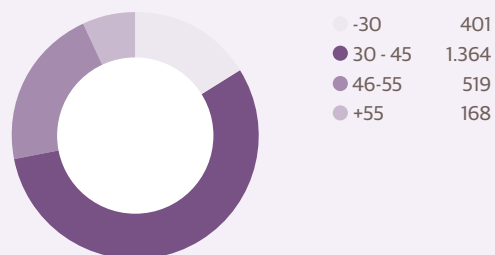
1,624

In 2022, we increased our headcount in Chile due to the start-up of operations in CANOPSA. In the same way, in our corporate Mexico office, we increase our support team in the areas of Human Resources, Development, Finance, Communications and Operations.

## Total number of employees by gender:



## Total number of employees by age:



## Total number of employees by gender and job category:

| Category                  | 2021  |     | 2022  |     |
|---------------------------|-------|-----|-------|-----|
|                           | M     | W   | M     | W   |
| Executives                | 118   | 27  | 115   | 39  |
| Middle management         | 198   | 96  | 245   | 113 |
| Administrative/Operations | 1,367 | 688 | 1,247 | 693 |

This year, we included women in all of our job categories. It is important to highlight that in executive positions we had a 44% increase in the incorporation of female employees compared to last year, while in middle management it was 23%.



# Our Team Snapshot

## Type of Workday and Contract:<sup>47</sup>

In relation to the balance of the workforce, we have two types of working hours: full and part-time. The types of contracts are permanent and temporary.

"Of 2,452 employees, 98% work full-time and 99% have a permanent contract."

## Collective Bargaining Agreements

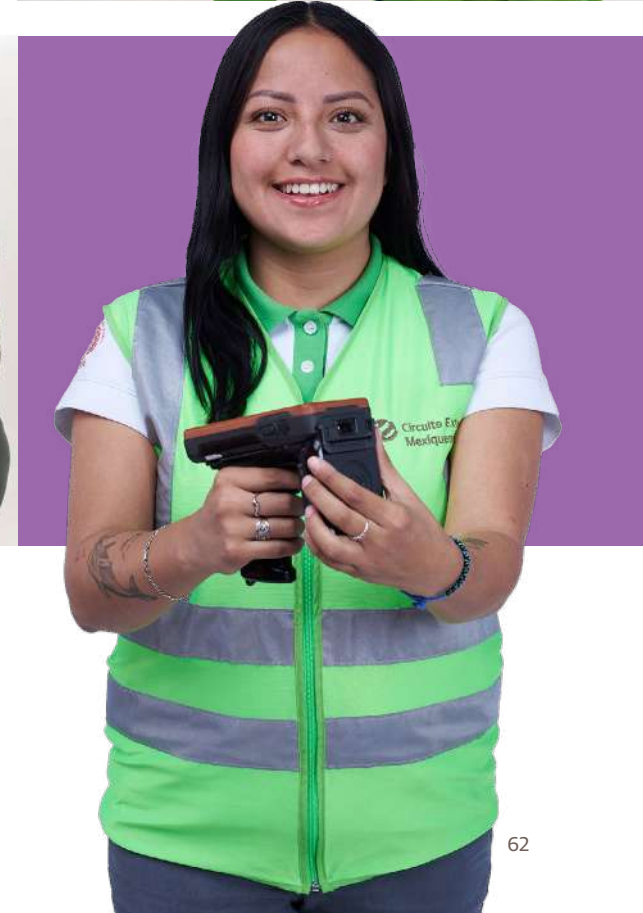
GRI 2-30

At ALEATICA we are committed to the respect and protection of human rights, the right to free association and the eradication of forced and child labor.

"1,216 employees, 509% of the workforce, are regulated by agreement or collective bargaining agreement."

## Total Employees with Collective Agreements by Country and Percentage:<sup>48</sup>

| Italy | Peru | Chile | Colombia | Spain | Mexico |
|-------|------|-------|----------|-------|--------|
| 158   | 94   | 0     | 0        | 61    | 903    |
| 100%  | 36%  | %     | %        | 33%   | 56%    |



<sup>47</sup> More detailed information on working hours and types of contracts can be found in the Annexes.

<sup>48</sup> In Colombia, there are forms of labor agreements between employers and employees, other than collective bargaining agreements, which have been consolidated as mechanisms to guarantee labor rights and reach agreements between employees and employers. This has historically led to the non-existence of trade union organizations in the country.

# One ALEATICA Culture

One of the foundations of our success at ALEATICA has been the commitment and performance of our employees, who live the values and pillars of our company. We have achieved this through our inclusive culture: **One ALEATICA.**

**One ALEATICA** means that all of us who are part of ALEATICA share the same essence of values, pillars, behaviors and business vision.

During 2022, one of our goals was to strengthen the **One ALEATICA** culture with all our employees. Some of the initiatives to achieve this were:

## 1. Implementation of Workplace:

a collaborative digital work platform that connects, for the first time, administrative and operational employees in a single place. This space seeks to function as a platform to create community, content, broadcast live videos and communicate through a chat. In addition, it has the advantage of being easy, intuitive and with access from any device.

## 3. Continuous and multi-channel sensitization:

Workplace, email, TV screens, wallpapers, WhatsApp and printed materials. In these channels, messages are strategically distributed to further promote ALEATICA's pillars and values.

## 2. Strengthening internal communication:

through a strategy of corporate screens in administrative and operational offices in Mexico, Peru and Colombia, from which corporate messages of global and local interest are sent.

## 4. Meetings between managers and employees:

to generate closer and more permanent communication through activities such as "Coffee with the CEO", Town Hall, alignment meetings and our One ALEATICA Day, an event designed for all employees to review, together with the management team, the achievements and expectations for the future.

With these strategies, we have managed to increase the commitment and motivation of our employees, which is reflected in our permanence and strong identity of the values we live in ALEATICA.



# Talent Management

We ensure our ability to attract, retain, develop and engage the best talent through:

- Reinforcement of organizational leadership behaviors, promoting performance management and succession planning for critical positions.
- Promotion of the Performance Management Model to middle and professional managers.
- Launch of our first ALEATICA Summer program, where the sons and daughters of our employees lived their first work experience in ALEATICA.
- Implementation of a high-performance culture for the Executive Committee, through individual and collective coaching under the Conscious Business methodology.

## Digitalization and Innovation

To have the right people in the right positions, we must have comprehensive and innovative tools. Since 2020, we have prioritized the digitalization of talent management processes. This year we achieved:

1. Automation of attendance control, improving the process of overtime payment, time off authorizations, schedule and shift changes.

2. Kiosko Portal: tool that replaces traditional payroll receipts with digital ones in order to increase security and confidentiality.
3. Digitization and standardization of the information of all our employees.
4. Standardization of the hiring process, data control and documents for new employees.

## Shared Services Center (SSC)

Every day we strive to make each of our employees feel heard and recognized. Therefore, this year we are proud to have successfully consolidated our **Shared Services Center (SSC)**, an integrated Human Resources system that centralizes all information, attention and personnel management in a much faster and more accessible way.

We want our human capital to always have the means to address their questions, concerns and labor requests. This year we extended our services to our operational employees through new communication channels: email, WhatsApp channel and a Call Center. This has allowed to guide and resolve issues in less than 24 hours, without the need for personnel to physically go to the Human Resources team's facilities.

"To monitor the level of service of the SSC, surveys were implemented to evaluate Response Time, Quality and Attention. With an average of 130 calls per month, we obtained a 98% satisfaction rate in the evaluation."

## Testimonial:

"I was very satisfied with the attention I received in response to my questions. Thank you very much for your support."

**Ana**  
ALEATICA employee



# Talent Management

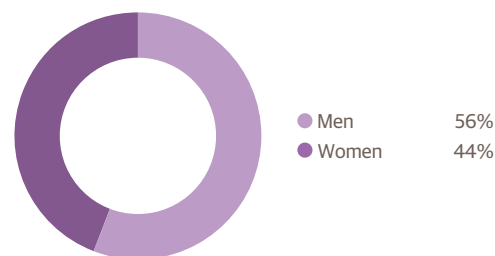
## Hiring Efforts

GRI 401-1

In 2022, our recruitment strategy was focused on increasing our presence in networks and positioning ourselves in the executive talent market in each country in which we have a presence, through massive recruitment and participation in job fairs in collaboration with local authorities. In the same way, we are always looking for a balanced incorporation of our new personnel.

“During 2022, 2 of the 548 new hires we made, 44% (239) correspond to female talent, while 56% (309), to male talent.”<sup>49</sup>

**Distribution of Hires in 2022 by Gender:**



Our Job Posting selection process drives internal mobility and talent development in a transparent and goal-based manner. For each open selection process, we try to ensure that the number of female and male candidates is the same; however, this year our commitment was to achieve gender parity, so we seek to position female talent in each of our vacancies and internal promotions.

“We carried out 78 internal promotions in 2022, representing 13.8% of open positions, thus increasing internal mobility 2% vs. 2021 and 3.5% more than in 2020.”<sup>50</sup>

## Staff Turnover

GRI 2-4, 401-1

Decreasing staff turnover is one of our priorities in our Passion for the Team pillar. In 2022 we had 514 staff departures, giving us a group-level turnover rate of 21%.<sup>51</sup>

**260**

(51%) voluntary departures.

**254**

(49%) involuntary departures.

### Type of departure by gender:

| Voluntary |       | Involuntary |       |
|-----------|-------|-------------|-------|
| Men       | Women | Men         | Women |
| 163       | 97    | 160         | 94    |

### Type of departure by Labor Category:

| Labor Category             | Voluntary | Involuntary |
|----------------------------|-----------|-------------|
| Executives                 | 7         | 7           |
| Middle Management          | 32        | 18          |
| Administrative / Operative | 221       | 229         |

Our turnover rate is impacted primarily at the operating levels of our organization. To counteract this situation, in 2022 we implemented a series of strategies that will help us improve employee retention:

1. **Pilot test of the host program**, which is a program to assist new staff during the first three months in order to help, guide and channel questions regarding their work functions and the dynamics of the company. We implemented this program as a pilot test in Circuito Exterior Mexiquense and, due to the favorable results, it will be replicated in the rest of the companies and Business Units in 2023.
2. **Recognition and in-kind incentive programs** for operational-level personnel who obtain the best operational, productivity, attitude and leadership results.
3. **Leadership program** for collection team leaders and maintenance crews.
4. **Wellness program** for employees and their families.

During 2023 we will maintain these actions and develop others focused on maintaining a closer relationship with the company.

### Absenteeism<sup>52</sup>

“Our absenteeism rate in 2022<sup>53</sup> was 1.4%, corresponding to 90,853 hours.”

49. More detailed information on recruitments by age and country can be found in the Annexes.

50. For statistical purposes, TCVAL is not considered in 2021 and 2020, so that the data can be comparable.

51. More detailed information on rotation by age and country can be found in the Annexes.

52. More detailed information on absenteeism by country can be found in the Annexes.

53. Absence hours: Hours during the workday in which there was no employee activity due to excused absences, unjustified absences, unpaid leave and suspensions (breaks, vacations and sick leaves are not considered).



# Training and Development

GRI 2-4404-1, 404-2

The constant training and qualification of our work team guarantees a higher business performance and a better satisfaction of our customers. For this reason, year after year we promote tools that allow our employees to be at the forefront of the needs of the industry and achieve service excellence.

**69,433**

total hours of training.

**26.43**

average hours of training.

**100%**

of employees trained.

**Number of hours of training since 2020<sup>54, 55</sup>**

**2022**

**69,433**

2021: 57,834

2020: 69,118

2022

2021

2020

**Men**

**52,219**

hours of training

+20% vs 2021

Average 32.5 hours of training.

**Women**

**17,214**

hours of training

+19% vs 2021

Average 20.3 hours of training.<sup>56</sup>

54. More detailed information on training hours by gender and job category can be found in the Annexes.  
55. For statistical purposes, TCVAL is not considered in 2021 and 2020, so that the data can be comparable.  
56. For statistical purposes, TCVAL is not considered in 2021 and 2020, so that the data can be comparable.



# Training and Development

Most of the training we conduct is focused on our operational staff, which is mostly composed of men; however, this does not lessen our commitment to develop our personnel at all levels without exception.

In 2022, investment in training and development of our team was largely focused on leadership skills, productivity, service excellence and safety. Some of our most outstanding training programs are:

## Effective conversations:

we implement the training of effective conversations for executives, with the objective of developing the necessary skills to provide feedback to their teams through methods and tools that allow the creation of comfortable spaces of trust and security to facilitate the achievement of objectives.

## Service Excellence:

aimed at operational personnel, in the areas of collection and road assistance. Its objective is to develop a culture in which customers are the center of operations of each Business Unit. In this program, a strategy was developed in which a Customer Experience Program (CX) was implemented transversal to the entire company to strengthen the attention and attraction of new customers.

## Anti-evasion system:

in order to protect the security and physical integrity of customers and operational personnel, the toll anti-evasion system was implemented at select toll booths. We provide this training to 307 employees, giving a total of 609 hours of training.



# Employee Well-Being

GRI 3-3, 401-3

The pandemic was a huge challenge that allowed us to adapt and reinvent ourselves in the way we work. Since 2020, we have been promoting a cultural transformation in ALEATICA towards a more modern and flexible organization, focused not only on the achievement of objectives, but also on the well-being of our employees.

In that sense, we have implemented a hybrid work scheme that combines three modalities:

1. Telework (5 days from home).
2. Telework + face-to-face (2 days at home, 2 days at the office + flexible Friday).
3. Face-to-face, combined with flexible, collaborative and efficient workspaces.

This new way of operating prioritizes the health, performance and work-life balance of the entire team.

On the other hand, in 2022 we continue with the consolidation of the "Hybrid Work Standard", which stipulates important coordination rules to standardize interaction processes with the intention of improving the quality of life of employees and coordination between both internal and global work teams. This standard establishes and defines:

- Work schedules that maximize the window of interaction between countries.
- Collaborative schedules.
- Rest and disconnection times to promote greater productivity.

## Parental Leave

At ALEATICA we guarantee the right of each employee to obtain parental leave. During 2022, 70 employees were granted this right, of which 47 were men and 23 women.

"Of the 35 employees who took parental leave in 2021, 85.7% (30 employees) continue to work in the organization."<sup>57</sup>

<sup>57</sup> More detailed information on the return of personnel who took parental leave in 2021 can be found in Annexes.



# Compensation and Benefits

GRI 2-19, 2-20, 2-21, 202-1, 401-2, 402-1, 405-2

Our Passion for the Team pillar is based on guaranteeing working conditions and competitive salaries that allow our employees to meet their work and professional needs. To this end, in 2022 we updated the global compensation bands to maintain competitiveness in the market and designed various plans and strategies for each business unit that will allow us to correct the salary lags detected in the medium term.

We created for the first time, together with the Mexican Association of Road Infrastructure Concessionaires (AMCIV), a remuneration project that allows to know the remuneration panorama of companies in the same sector as ALEATICA. With the results, we strengthened the salary remuneration strategy, thus endorsing our commitment to take care of our most important asset, our internal talent.<sup>58</sup>

With this we seek to achieve in the coming years a decrease in turnover that allows us to continue positioning ourselves as an employer brand that gives its work team a competitive remuneration and that ensures to continue operating and managing the organization with the best talent.

<sup>58</sup> More detailed information on minimum wages by country can be found in the Annexes.

## Average gross salary by gender:

**Men**  
**21,098.98 €.**

**Women**  
**15,031.65 €.**

In the last three years we have reduced the wage gap by 20%, achieving a wage gap of 29% by 2022. We will continue to move forward to create more equitable and competitive salaries.

## Average gross salary by job category:<sup>59</sup>

| Category                         | Average salary in 2022 |             | Salary Gap |
|----------------------------------|------------------------|-------------|------------|
|                                  | Men                    | Women       |            |
| <b>Executives</b>                | 120,597.92 €           | 81,402.45 € | 33%        |
| <b>Middle management</b>         | 35,133.77 €            | 33,096.04 € | 6%         |
| <b>Administrative/Operations</b> | 9,165.62€              | 8,350.93 €  | 9%         |

<sup>59</sup> More detailed information on the average salary by gender, age and labor category can be found in the Annexes.

We have moved forward with our commitment to achieve pay equity. We will continue to strive to close pay gaps in positions of equal contribution to the company. For new hires, it is sought that the remuneration offered to candidates is competitive with the market and at the same time maintain internal equity. Compensation at ALEATICA is determined by level of responsibility and experience, and we do not discriminate based on gender.

## Variable Remuneration

The short-term incentive at ALEATICA is variable compensation. It consists of a short-term, annual, non-guaranteed monetary stimulus and

subject to the fulfillment of shared and individual objectives and indicators.

- **Shared objectives:** strategic organizational goals to be achieved in a given period, with measurable indicators directly oriented to the organizational vision and mission, aligned with the ALEATICA pillars, whose fulfillment depends on a collective effort.
- **Individual objectives:** correspond to the goals associated with a specific role or a specific position within the organization that are directly linked to the management of an employee.

Short-term incentives can be achieved individually, by the team and/or functional or business unit.

Some examples of shared objectives touch on issues related to the social and business sustainability of the company:

1. Employee Accident Rate
2. Customer Accident Rate
3. Implementation of Mitigation Strategy
4. Implementation of social and environmental projects and actions
5. Customer Satisfaction
6. Compliance Training
7. Improve Employees' Engagement



# Compensation and Benefits



## Compensation of the Board of Directors

During fiscal year 2022, members of the ALEATICA, S.A.U. Board of Directors holding executive functions within the scope of the Company's bylaws have received a compensation amounting to 2,752,000 euros. The compensation received by Board Directors holding executive functions pertain to the fulfillment of such duties and are not representative of compensation related to Board duties.

In addition, Independent Board members of ALEATICA, S.A.B. de C.V. have been remunerated in the amount of 741 thousand euros in 2022.

## Benefits and labor allowances

Our Passion for the Team pillar is based on guaranteeing working conditions that allow our employees to balance their family and work life, and that their professional performance does not conflict with their physical and emotional well-being. Therefore, in ALEATICA we have a series of benefits and initiatives linked to personal and occupational well-being.<sup>60</sup>

- Flexible compensation plan.
- Life insurance.
- Major medical insurance.
- Coverage for disability or medical leave.

- Parental leave.
- Food vouchers.
- Savings fund.
- Personal days paid to resolve personal situations.
- Institutional medical consultation.
- Seasonal preventive vaccination.
- Discount agreements for the use of services or acquisition of goods.

In Spain, the implementation of the planned modifications to working conditions must be preceded by a consultation period, with a maximum duration of 15 days, so that the Works Council and employees can evaluate the causes driving the change, the possible impact on the workforce and the mitigation measures. For the rest of the countries, the management of information or notices to employees is transmitted according to the impact of strategies or business plans, and that without being a rule, can be provided from the operational perspective 2 to 4 weeks in advance and, for those where their need or scope is in the long term, they can be 6 to 8 weeks.

<sup>60</sup>Each of the employment benefits vary from country to country.

# Equality, Diversity and Inclusion

GRI 3-3, 405-1, 202-2

ALEATICA wants to stand out as the best place to work, where diversity, equity and inclusion are lived every day and people can develop their potential and carry the values of the company, being true to themselves. To this end, we have initiated a diagnosis of the policies, processes, practices and behaviors we apply in people management in order to identify our strengths and areas for improvement in terms of equity, inclusiveness and diversity.

Our Gender Equality Policy is based on the following guiding principles and standards of conduct:

- Equal treatment between men and women.
- Ensuring that there is no direct or indirect discrimination based on sex or gender.
- Prohibition of moral harassment.
- Zero tolerance of sexual harassment.
- Principle of indemnity against retaliation.

One of the main axes of diversity is to attract and develop female talent. In Mexico, we incorporated a woman to the management of the VB and AuNorte Business Units. It is the first time that a woman leads a business unit in ALEATICA worldwide. We are sure that her integration will have a great impact on promoting the development of female talent.

During 2022, we began to promote some key initiatives to strengthen female talent in ALEATICA:

- Direct recruitment actions to increase the number of women participating in search processes, to have candidates in all vacant positions.

- Reinforce the development of women at middle management levels with a career plan and support through mentoring and coaching programs to ensure that more women can access executive-level positions in the organization, improving empowerment, confidence and reducing unconscious bias.
- Identify and promptly address the points of friction that may be perceived by women as obstacles to their growth within ALEATICA.

Our Code of Ethics and Conduct and Human Resources Policy reflect our commitment to our team to ensure a workplace free of any type of discrimination and any harassment, abuse of authority, threats, pressure, moral harassment, offense or any other form of aggressiveness and hostility.

With the aim of creating a safe and inclusive space for our entire team, we carry out this year:

- Training workshops on diversity and inclusion to promote tolerance and respect in our daily lives and in our workspaces.
- We implemented the Workshop on Human Rights "Integral development of girls and women in situations of violence" in which the employees reflected and identified the situation and position of women in the face of gender violence in the public and private spheres.
- We create spaces for reflection and dialogue on diversity and inclusion addressing issues of human rights and respect in the workplace.

- We strengthened the I Care channel, which, in addition to guaranteeing our Corporate Integrity, is also a fundamental tool for reporting and caring for our employees.

We seek to be a company accessible to all. We currently have 27 employees who have some type of disability:

- Physical or Motor: 41%
- Sensory: 22%
- Intellectual: 22%
- Psychological: 7%

This part of our team performs functions concentrated in the areas of processes and operations, finance, collection, minor maintenance and cleaning.

On our way to becoming a company accessible to all, we have taken the following actions:

1. Adjusting infrastructure by adding ramps.
2. Restrooms with handrails.
3. Tools to facilitate their work (screens, vehicles equipped for their work).



# Future Commitments and Goals



1

Define and communicate the integral value offer that ALEATICA gives to its team, understanding the needs and aspirations of each of the countries with the aim of improving our position as an employer and reducing turnover.

2

Give continuity to the strategy of Talent, Development Plans, Succession and Performance Management to ensure that we have the talent required to meet present and future needs of the organization.

3

Manage additional key positions to executives, update talent maps to measure progress and close gaps.

4

Increase the commitment and enablement of the ALEATICA team to ensure productivity through the implementation of the following initiatives:

- Diversity and Inclusion.
- Recognition Program.
- Wellness strategy, including work-life balance.

**Lilia Hernández**  
Global Human Resources  
Director

5

Permeate the culture of "High Performance" in the organization to incorporate new mental models in employees through leadership, collaboration, results, self-management and delegation.

6

Automate operational and repetitive activities through the Shared Services Center in order to reduce the possibility of errors and allow more time and personalized attention to be dedicated to employees.

7

Ensure remuneration competitiveness to attract and retain talent, aligning performance and designing a medium-term correction plan.



# Service Excellence

GRI 2-26, 3-1 and 2-3

Being an innovative company, the experience of our customers is the key to being sustainable over time. Our customers are the main center of our operation and the service we provide.

**Mayra Muñoz**  
Leader of Sustainability and customer service.

**Karla Segovia**  
Sustainability and Customer Service Specialist.



## Highlights

Average satisfaction survey rating

**9.2/10 in 2022**





# Progress and Achievements 2022<sup>61</sup>

## Customer Satisfaction

Average satisfaction survey rating

**9.2/10**

2021: 8.9/10

## Service Excellence Training

2022

**+95**

people trained in customer service or Service Excellence.

## Intelligent Mobility

Invoices generated through ALEATICA App 2022

**127,611**

2021: 57,331

TeleVía electronic transactions 2022

**503,860**

2021: 383,094

**100%**

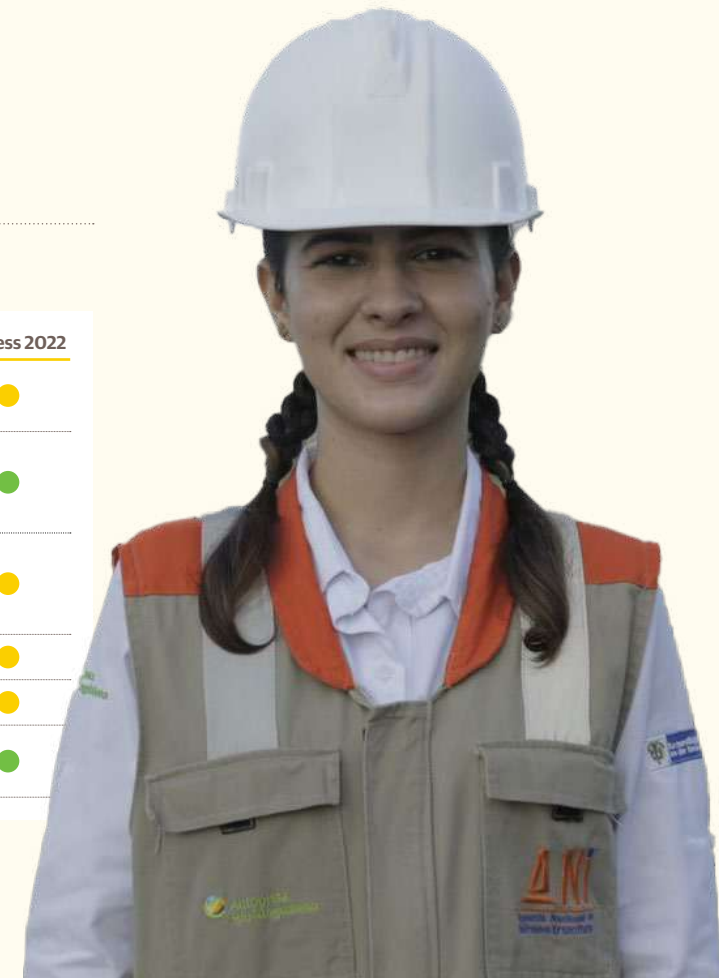
compliance for corporate IT areas on the annual plan of specialized courses in Cybersecurity and Information Technology Best Practices.

## Progress on Our Commitments

● Achieved ● Ongoing

| Commitments 2021                                                                                                                                                                         | Progress 2022 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Continue with the implementation of the Strategy and integrate it globally into the rest of the Business Units.                                                                          | ●             |
| Structure and plan in the long term the maturity of the customer experience, managing to improve their satisfaction, loyalty and a positive impact on the results of ALEATICA.           | ●             |
| Align across the organization and bring other teams together around a customer-centric vision, especially with the operational team, who are at the forefront of the service we provide. | ●             |
| Implement a specific commercial strategy for CONMEX.                                                                                                                                     | ●             |
| Increase self-help channels.                                                                                                                                                             | ●             |
| Ensure good service and satisfaction of our customers through surveys and service indicators with precise goals.                                                                         | ●             |

<sup>61</sup> All figures are as of year-end 2022.



# Our Approach and Strategy

Our approach has focused on meeting the requirements of our customers and meeting the needs and expectations they have when using our roads. Our main goal is to provide our customers with safe, comfortable and agile trips.

Making the **Customer Experience (CX)** flawless is our priority. In 2022, in addition to integrating a Single Call Contact Center, the Customer Service team together with the Transversal Committees of the Business Units, carried out key activities aligned with the Customer Experience methodology to improve and transition to a comprehensive customer experience.

Continuous training and listening to the voice of our customers have been fundamental aspects that have allowed us to meet their requirements and implement valuable actions.



# Our Approach and Strategy

## Service Excellence Training

One of the fundamental factors to ensure an excellent service with our customers is the support of employees through the skills and knowledge that will lead them to be experts in the field.

In 2022, we managed to train 95 employees in all Business Units through a Customer Experience (CX) training program that had nine sessions on Customer Experience principles, CX methodology, success stories and best practices, as well as the role of the service leader in the Customer Service Experience.

With the support of experts in service and customer experience issues and working groups with Directors, we generated a new **Customer Service Strategy**, with the aim of evolving towards a **high-level Customer Experience**.

## Intelligent mobility

### TeleVía



- A monthly average of 86,676 customer contacts was received, of which the highest percentage (83.7%) corresponds to calls that enter the Contact Center to resolve situations related to balances in TAG, recharges, no readings and billing.
- In February, a Chatbot was integrated into TeleVía through its WhatsApp contact, including satisfaction surveys. Of the 61,261 contacts received in the year through WhatsApp, 21% was satisfactorily attended by the Chatbot.

In October 2022 a new version of the TeleVía App was launched, developed following the One Customer Experience methodology. The app's main objective is to empower customers by giving them access to all their information from their mobile device, as well as providing them with a self-help channel for any problems they may have when using the TeleVía service.

At year-end, the TeleVía app had been downloaded 148,854 times. With the use of this app, we expect to generate a reduction in the number of calls to our Contact Center. By December 2022, the number of calls received for tag registration in TeleVía was reduced by 65%.

### ALEATICA APP



Through technological tools and systems, ALEATICA seeks to facilitate communication with our customers and provide them with functionalities that improve their experience when using our channels. The ALEATICA App had more impact in 2022 on the number of downloads, invoices generated through a printed QR code and interactions with the other operations that the APP has.

- In 2022, CEM generated 122,511 invoices in the App vs. 57,169 in 2021, an increase of 214%, and in GANA it was 5,100 invoices vs. 162 in 2021, an increase of 3,148.1%.
- The app had a total of 55,185 downloads in 2022 and 56,162 active customers.
- The ALEATICA App remains in the main application stores with very good ratings. In 2022, it closed with a rating of 4.6 with more than 1,000 reviews mostly positive on the Play Store, and 4.7 with more than 800 reviews on the APP Store.

# Data Protection and Cybersecurity

GRI 418-1, 2-24

In ALEATICA we have a defined, visible, known structure with several mechanisms to guarantee the Privacy of Personal Data. To achieve this, we have a corporate standard, the DAJ-NORM-04 Personal Data Protection Standard, approved in 2021, which seeks to establish the basic principles in the organization in terms of Personal Data Protection.

In each of the Business Units and the companies that comprise them, and on which Consolidated Accounts are made, the Boards of Directors have appointed a person responsible for the Personal Data Protection activity. At the Corporate level, there is a person who exercises the functions of Global Delegate for the Protection of Personal Data which coordinates, trains and supports the above. In all the countries in which ALEATICA is present, there are also service agreements with external firms specialized in the Protection of Personal Data, which aim to provide support in case of situations of complexity or when there are additional workloads that require it.

The work of the previous staff is complemented by the support of the Management Committee, as well as the Audit Committee and the Board of Directors of ALEATICA, who take care of the general aspects of the process, such as policies and quarterly monitoring reports. In contrast, the Global Committee for the Protection of Personal Data attends more specific topics such as training activities, details of each follow-up, and review of non-compliance, among others.

“Data Protection risks that are identified are reported to the Global Risk Area and considering its management system mitigation plans are evaluated and proposed. The status of the defined mitigation plans is updated quarterly.”

The competence for the management and imposition of disciplinary sanctions in case of non-compliance with the laws and corporate regulations of Data Protection corresponds to the management bodies of the person responsible or in charge of the processing of personal data (the companies) that comprise them and, more specifically, to the Human Resources Area. At the date of preparation of this report, the representatives of Data Protection stated that they were not aware of the initiation of any sanctioning process or reprimand for breaches in this matter.

In relation to the types of audits to which this process is subjected, in 2022 an External Audit was carried out on a TeleVía provider and another was scheduled to be held at Atento in 2023, supplier of several of Mexico's concessions. On the other hand, ALEATICA's Global Data Protection Officer carried out

two compliance reviews in the GANA-CAPSA Business Unit (Grupo Autopistas Nacionales SA & Construcciones Amozoc Perote S.A. de C.V), Mexico, in October 2022, and in Terminales Marítimas del Sureste – Spain, in November 2022. The Internal Audit area has also developed this type of activities, mainly aimed at verifying the status of the technological infrastructure and information systems where the data is stored. This can be seen in more detail in the section of this report that deals with the topics of Cybersecurity and Internal Audit.

ALEATICA informs the different Stakeholders, especially its clients and customers, about how it manages privacy protection. This information is provided in accordance with the content and form required by the data protection regulations that apply to the processing of personal data in question.

All available Privacy Notices are classified by country, company responsible for the treatment and categories of recipients, and are available to them in <https://www.aleatica.com/avisos-de-privacidad-global/>

Additionally, this information is made available to data owners before or simultaneously to requesting personal data from them, through:

- Forms for collecting personal data on paper.
- Web forms for data collection.
- Contracts.

- Telephone voiceovers (incoming calls) of the Customer Service and Road Assistance services.

When the request is made through forms, these include such information.

In 2022, two complaints about third parties were received, which were corroborated by the organization and addressed in a timely manner. No complaints were reported about regulatory bodies.

Regarding cybersecurity, ALEATICA recognizes that information is one of the essential resources to fulfill the supervisory activities assigned to it by the legal provisions and, therefore, is committed to its due protection and that of those related IT resources. The details of this topic can be found in the Integrity Pillar (click here to learn more).



# Highlights of Projects and Major Achievements

For the Business Units in Mexico, One Customer ALEATICA (OCA) in concessions came into operation, which is part of the Core System CX Suite, where there is Customer Relationship Management through Customer Relationship Management (CRM), where contacts are registered and managed in order to offer customers an omnichannel experience. This allows us to improve the management times of the contacts received, as well as to monitor in real time the volumetric and typification of the contacts.

Means of contact, websites and dissemination were positioned so that customers know the contact channels available to them to communicate with the Business Units.

Creation of QR code in ARM for the reception and processing of complaints and requirements, available on the website of the Business Unit.

TMS implemented a webservice of operations requests for clients, so that those who wish to do so can perform automatic operations from their own systems, facilitating the process of requests and claims through a new platform for monitoring and documentation.

BreBeMi developed a survey called **"Tell us about your trip..."** to measure the satisfaction of customers with respect to the services offered, and evaluate the quality of the journey, service areas and information available to customers in the media. Similarly, they began the measurement of the Net Promoter Score, obtaining a result of 12.66% from September to the end of 2022, and have the goal for 2023 to increase the number of surveys and the promoters of the Business Unit.

Regarding Data Protection, we obtained 309 data flows (contracts and service orders) analyzed, classified and corrected through the drafting of personal data protection clauses required for their legitimization, as well as the development and launch of an online training on personal data protection with the participation of 2,482 employees present at the training. We have carried out more than 15 advised projects supporting various areas: Human Resources, Communication, Safety, Operations, Medical Services (Safety), Technology, Processes and Continuous Improvement and Customer Service. We have a Draft Corporate Standard for the management (classification, archiving and secure deletion) of ALEATICA's internal/confidential information that covers personal data as a category of confidential information. In 2022 we had 26 incidents of personal data managed, which affected 24 companies of the group, of which the Data Protection Officers of the companies concluded that 14 were data security and protection infringement, although after their analysis and investigation, none of them was reportable to authorities or individuals.

**Margarita Martinez Ortega**  
Sustainability and Customer Service Leader  
at CONMEX.



## Highlights of Projects and Major

To make our strategy a success, we have nine indicators focused on analyzing the quality of service, addressing pain points of our customers, following them up and turning them into points of contact.

### Service levels

1. **Contact Center service level:** percentage of calls answered in less than 20 seconds.
2. **Abandonment:** percentage of calls abandoned in more than five seconds.
3. **First Contact Resolution:** answered and resolved calls at first contact.

### Customer Surveys

4. **Level of customer satisfaction:** percentage of satisfied customers who consider that they have had a very good service.
5. **Net Promoter Score:** measures the loyalty of a customer with respect to a service received and indicates the probability that he/she recommends us, being promoters of the Business Unit.

### Complaints and contacts

6. **Ratio contacts-complaints:** percentage of complaints received, given the total number of information contacts, requests for road assistance, complaints, suggestions and positive comments.
7. **Ratio capacity-complaints:** complaints received per million vehicles/customers.

### Invoicing and Event Fulfillment

8. **Efficiency in invoicing:** complaints received about invoices issued.
9. **Event compliance:** efficiency measured in terms of attention and resolution times.

In addition to these indicators, we seek to monitor and measure customer satisfaction with the care and service provided, which allows us to evaluate ourselves as a company and act to ensure the best quality care. Operational and satisfaction indicators remained within established objectives in 2022; however, our challenges are met with continuous training, calibrations and system improvement.



# Means of Contact

Focused on providing an excellent service experience, we manage various means of contact with customers, which facilitate communication and understanding of their needs and expectations.

● Enabled ● Not applicable

|                                | Mexico |      |         |    |         |       | Peru  | Colombia | Spain |     |     | Chile |       |         | Italy   |
|--------------------------------|--------|------|---------|----|---------|-------|-------|----------|-------|-----|-----|-------|-------|---------|---------|
|                                | CONMEX | GANA | AuNorte | VB | TeleVia | AT-AT | AuNor | ARM      | TMS   | TCT | M45 | PI    | TCVAL | CANOPSA | BreBeMi |
| Website                        | ●      | ●    | ●       | ●  | ●       | ○     | ●     | ●        | ●     | ●   | ○   | ●     | ●     | ●       | ●       |
| E-mail                         | ●      | ●    | ●       | ●  | ●       | ●     | ●     | ●        | ●     | ●   | ○   | ●     | ●     | ●       | ●       |
| Telephone service              | ●      | ●    | ●       | ●  | ●       | ○     | ●     | ●        | ●     | ●   | ●   | ●     | ●     | ●       | ●       |
| Control center/<br>Emergencies | ●      | ●    | ●       | ●  | ●       | ●     | ●     | ●        | ●     | ●   | ●   | ●     | ●     | ●       | ●       |
| Center of attention            | ●      | ●    | ●       | ●  | ●       | ○     | ●     | ●        | ●     | ●   | ○   | ○     | ●     | ●       | ●       |
| Twitter                        | ●      | ○    | ●       | ●  | ●       | ○     | ○     | ●        | ○     | ○   | ○   | ○     | ○     | ○       | ●       |
| Facebook                       | ●      | ○    | ●       | ●  | ●       | ○     | ●     | ●        | ○     | ○   | ○   | ○     | ○     | ○       | ●       |
| YouTube                        | ●      | ○    | ●       | ●  | ●       | ○     | ●     | ●        | ○     | ○   | ○   | ○     | ○     | ○       | ○       |
| WhatsApp                       | ○      | ○    | ○       | ○  | ●       | ○     | ○     | ●        | ○     | ○   | ○   | ○     | ○     | ○       | ○       |
| App                            | ●      | ●    | ●       | ●  | ●       | ○     | ○     | ○        | ○     | ○   | ○   | ○     | ○     | ○       | ○       |

# Satisfaction Surveys

Listening to and recognizing the opinion that customers have about the service provided in ALEATICA and its Business Units through satisfaction surveys is a fundamental part of the Service Excellence pillar.

We carry out monthly surveys, where the satisfaction of customers is evaluated after having received a care or road assistance service, measuring the level of satisfaction and loyalty of customers (through Customer Satisfaction and the Net Promoter Score). In the case of ports, the periodicity of the surveys is annual, due to the nature of the port business.

The surveys serve as a two-way communication mechanism, it is a direct conversation with our customers, listening to their requirements and perception about the service received.

## The average rating of satisfaction surveys

2022

# 9.2/10

2021: 8.9

| Business Unit   | Qualification 2021 | Qualification 2022 <sup>62</sup> |
|-----------------|--------------------|----------------------------------|
| CONMEX          | 9.6/10             | 9.3/10                           |
| AuNorte         | 9.2/10             | 9.4/10                           |
| VB              | 9.2/10             | 9.4/10                           |
| GANA            | 6.9/10             | 9.2/10                           |
| TeleVía         | 8.7/10             | 8.6/10                           |
| AuNor           | 9.8/10             | 9.8/10                           |
| ARM             | 9.3/10             | 9.8/10                           |
| TCT (customers) | 9.0/10             | 8.7/10                           |
| TCT (clients)   | 8.4/10             | 8.3/10                           |

62. Non-consolidated information is not included in the Business Units. Mexico (Supervía Poniente, Libramiento Elevado de Puebla y Aeropuerto Internacional de Toluca), Spain (Autovía A-2 y Metro Ligerero Oeste) and Chile (Vespucio Oriente).

## Average NPS Rating

| Business Unit            | Road Assistance 2021 | Customer Service 2021 | Road Assistance 2022 | Customer Service 2022 |
|--------------------------|----------------------|-----------------------|----------------------|-----------------------|
| CONMEX                   | 46.88%               | 62.15%                | 71.41%               | 66.2%                 |
| AuNorte                  | 85.95%               | 64.1%                 | 63.57%               | 84.12%                |
| VB                       | 84.36%               | 64.1%                 | 70.4%                | 84.12%                |
| GANA                     | 89.29%               | 66.56%                | N/A                  | 78.2%                 |
| TeleVía                  | N/A                  | 57.41%                | N/A                  | 57.5%                 |
| AuNor                    | 99.80%               | N/A                   | 99.40%               | N/A                   |
| ARM                      | 99.01%               | 76.39%                | 99.15%               | N/A                   |
| BreBeMi                  | N/A                  | N/A                   | N/A                  | 12.66%                |
| TCVAL                    | N/A                  | 88.9%                 | N/A                  | N/A                   |
| TMS (shipping companies) | N/A                  | 82%                   | N/A                  | 90%                   |
| TMS (carriers)           | N/A                  | 48.7%                 | N/A                  | 73.4%                 |
| TMS (passengers)         | N/A                  | N/A%                  | N/A                  | 53.4%                 |
| TCT (clients)            | N/A                  | 88.3%                 | N/A                  | 88.3%                 |
| TCT (customers)          | N/A                  | 93.7%                 | N/A                  | 92.1%                 |



# Complaint System

GRI 2-26

**ALEATICA provides customers with different communication channels to listen and attend to their requirements and requests, as well as to ensure the correct reception of complaints.**

Each Business Unit has a procedure that describes the process for dealing with complaints, depending on the means of contact through which they were received. The Sustainability and Customer Service Leader is responsible for following up on each complaint, including review, submission, follow-up and closure. There are established times for the resolution of complaints, ranging from five to 15 business days, depending on the country and what is established for the Business Unit.

Complaints are managed by the Customer Service area of each Business Unit, where complaints are addressed, registered and classified according to the reason for the request to give a correct follow-up. In case the complaint is not resolved in the first contact, the executives contact by phone or via email the customer who

reports the incident. Finally, an effective survey of the complaint in question is carried out, collecting complementary data from the customer in order to contact him/her and follow up only for ALEATICA's internal registration.

Complaints are sent to the areas involved and analyzed according to the reported situation. Those responsible review and resolve the complaint, establishing corrective and follow-up actions, providing the area involved with the corresponding feedback. We have continuous coordination with operation and maintenance areas, as well as with contracted suppliers that, by their nature, have direct contact with customers.

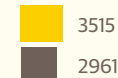
Over the course of the year, complaints tend to increase in times of maintenance, rain, system changes or are linked to invoicing. Therefore, communication with our customers is essential, as well as distributing infographics, notices through networks and roads, to anticipate their requirements.

In 2022, the main complaints focused on systems to recognize receipts and invoice them, as well as an increase in closures for maintenance and cashier service vs. 2021, when complaints focused mainly on billing issues.

## Admissible Complaints

● 2022 ● 2021

### CEM



### GANA



### TELEVÍA



### AUN



### VB



### VU



### AUNOR



### BREBEMI



### CANOPSA



### TCTENERIFE



### TMS

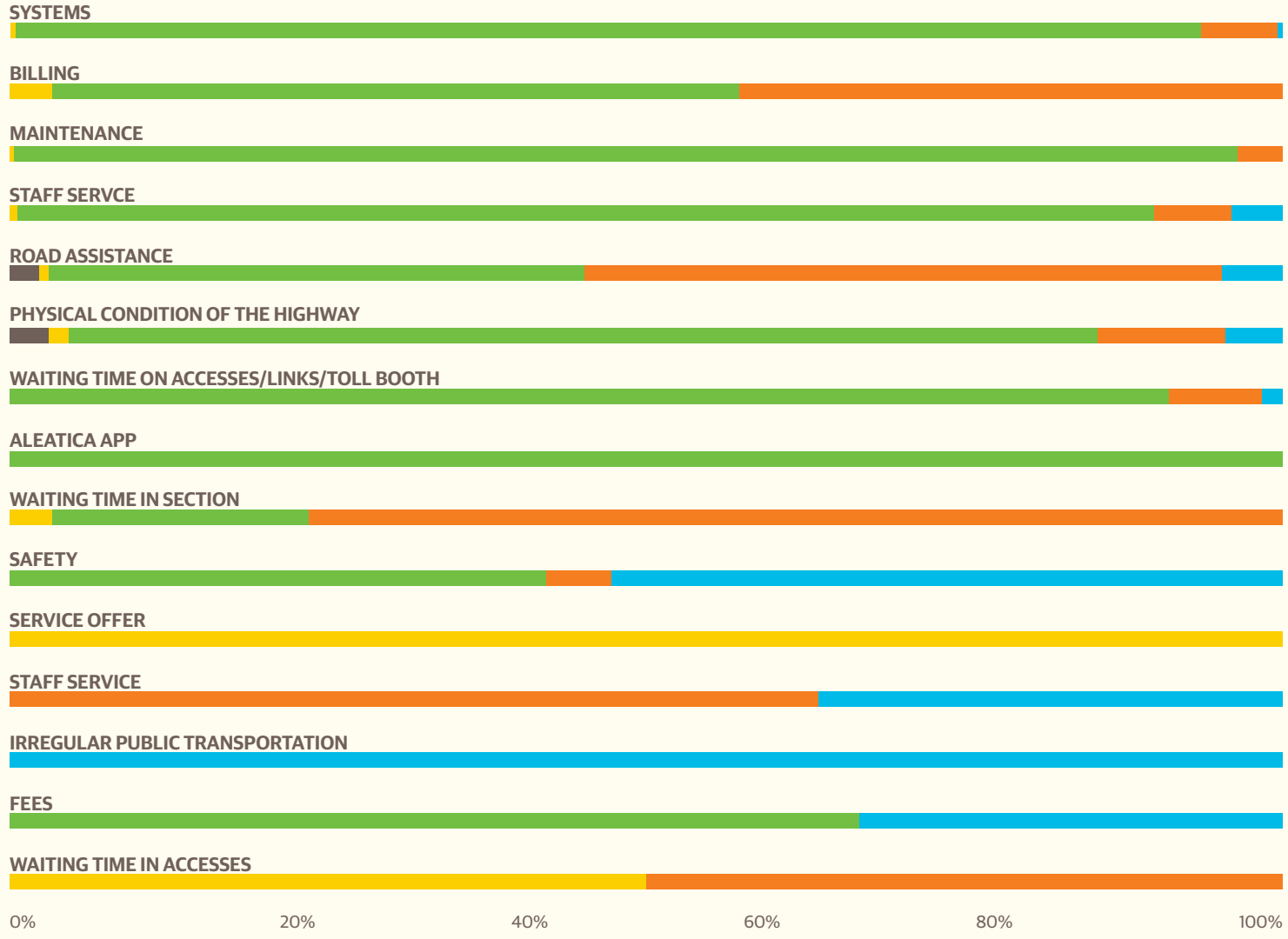


### TCVAL



# System on Complaint

## Main Reasons for Complaint 2022



The most recurrent topics are those related to errors in invoice systems and portals that prevent invoicing tickets, followed by maintenance issues, waiting times and staff attention. Improvements are being made to the portals so that the customer can invoice better. Likewise, for road issues, there is a coordination with the other areas of the Business Units to strengthen customer service. For the attention of personnel and service provided to customers, training and dissemination of material on protocols and service issues continue, so that those who are in charge of the operation can provide a high-level service.

In ports, the main claims are due to damages to goods, containers and third parties.

\* VU: Urban Roads

# Future Commitments and Goals

- 1** **Evolve from a Customer Service and Attention approach to a comprehensive customer experience.**
  - Increase the Customer Experience Maturity Level (CX) in ALEATICA, according to each dimension and in coordination with the different areas of each Business Unit through specific actions to achieve this objective.
  - Spread the culture of Customer Experience in ALEATICA
- 2** **Ensure we offer safer, more comfortable and more agile journeys on our roads.**
  - Monitor, maintain and act on the objectives defined for CX.
  - Address clients' pain points and turn them into contact points.
  - Be proactive and not just reactive.
- 3** **Take advantage of strategic opportunities in the market.**
  - Data analysis to develop intelligence of the information generated in ALEATICA and apply it to our operations and services provided.
  - Development of Commercial Strategies.
- 4** **Achieve efficiencies in the customer experience.**
  - Manage and follow all cases or interactions through any of the available contact channels automatically and efficiently.
  - Achieve and maintain levels of service, satisfaction and monitoring and attention to customer complaints.
- 5** **Taking care of our customers' personal data.**
  - Continue with the implementation of the Strategy and integrate it globally into the rest of the Business Units.
- 6** **Structure approach and planning in the long term for the maturity of the customer experience, managing to improve his/her satisfaction, loyalty and a positive impact on the results of ALEATICA.**
- 7** **Align across the organization and bring other teams together around a customer-centric vision, especially with the operational team, who are at the forefront of the service we provide.**
- 8** **Implementation of a Commercial Strategy for CONMEX to provide the experience of our value proposition to our customers, exploring new forms and uses of the avenues that contribute to the success of the strategy.**
- 9** **Increase self-help channels, so that customers can solve their needs almost instantly thanks to automation and technological tools that allow them to develop efficiencies and provide an omnichannel experience.**
- 10** **Ensure good service and satisfaction of our customers through surveys and service indicators with precise goals.**

# Social and environmental sustainability

GRI 2-25, 3-3, 201-2, 203-2, 204-1 301-1, 302-1, 303-2, 303-5, 304-2, 304-3, 305-1, 305-2, 305-3, 305-5, 306-2, 307-1, 308-1, 308-11, 413-1, 414-1

One of our main objectives is to generate integral development in the communities where we operate through programs and projects of a social and environmental nature based on the best practices and international standards.



**Daniela Muñoz**  
Cybersecurity analyst.



## Highlights

Global reduction target of  
**42% towards 2030**

and net zero (MOU1) in 2050 of our  
GHG scope 1 and 2.

## Highlights

Social Investment  
**763,364 euros**

in 2022 vs. 635,438 euros in 2021.



# Progress and Highlights of 2022

## Energy

We increased our renewable electricity consumption with certificates of guaranteed renewable origin by

# 19%

## Biodiversity

We planted

# 70,825

native species were planted on 141 ha of reforested land.

## New Projects

**Arena del Futuro of A35 BreBeMi ALEATICA wins the award for best innovative project, presented during the Smart Transportation Alliance (STA) conference.**

## Social Investment

2022

# 763,364 euros

2021: 635,438 euros

## Certifications

ARM, AuNorte and VB joined the

# ISO 14001:2015

Certified Business Units.

## Progress on Our Commitments

● Achieved ● Ongoing ● Not started

| Commitments 2021                                                                                                                                                                                                                                                                 | Progress 2022 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| Our commitment is focused on strengthening our SMS's (Safety Management System) environmental management system, seeking to be adopted and implemented progressively in all Business Units. Currently, six of 14 Business Units are certified in ISO 14001, 3 more than in 2021. | ●             |
| Inclusion of scope 3 emissions from loss of electricity transmission and distribution, use of ports and roads, and business travel.                                                                                                                                              | ●             |
| Establishment of a Mitigation Strategy for the reduction of GHG emissions of scope 1 and 2 by 2030 for all Business Units and start progressive implementation as of 2022.                                                                                                       | ●             |
| Application of the Adaptation and Resilience Diagnosis for AuNor, in Peru.                                                                                                                                                                                                       | ●             |
| Currently, five of 14 Business Units have the Diagnosis.                                                                                                                                                                                                                         | ●             |
| Begin the energy transition to renewable energies in our Business Units.                                                                                                                                                                                                         | ●             |
| Conduct a materiality study for all Business Units.                                                                                                                                                                                                                              | ●             |
| Have a social investment aimed at addressing relevant issues in order to achieve a greater impact on the communities.                                                                                                                                                            | ●             |

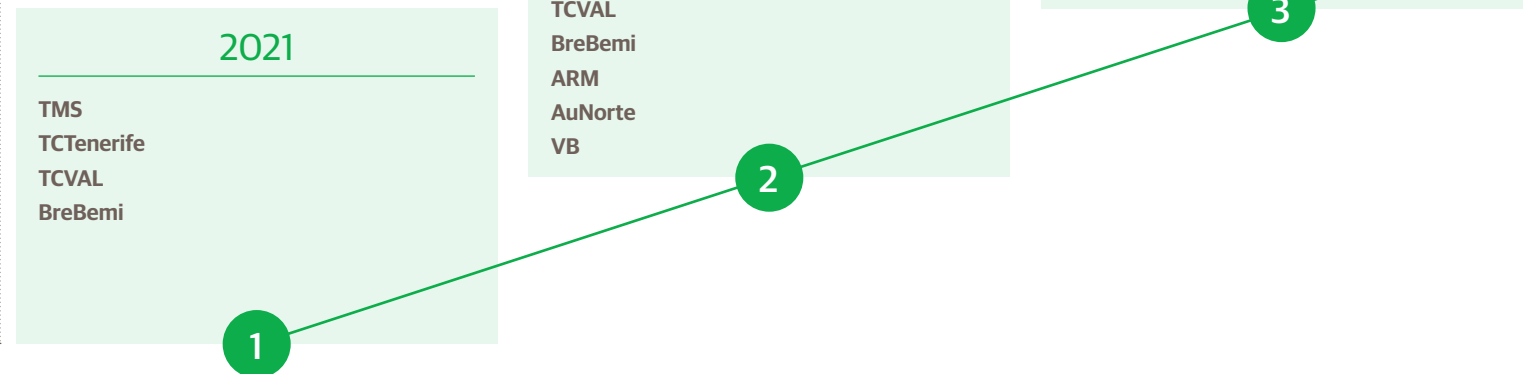
# Our Environmental Commitment

GRI 3-3, 307-1

In ALEATICA we are committed to contributing to the care of the environment by avoiding and managing our impacts on the environment by operating with a prevention approach. To achieve this, we start from full compliance with the applicable environmental regulations for each Business Unit, through the **DOS-PRCS-2 Identification of Legal Requirements** procedure and other requirements. Thanks to this, we have not been subject to any fine or sanction by any authority in any business unit.

In addition, we move forward with the commitment to progressively implement and certify the Safety Management System's (SMS) Environmental Management System under ISO 14001:2015 with six Business Units certified at the end of 2022, three more than the previous year, adding ARM, AuNorte and VB to the Business Units with environmental certification. Additionally, from 2022 we work on the implementation of the system in CONMEX, AuNor, TeleVía and ALEATICA to be certified in 2023.

## ISO 14001:2015 certification



# Our Environmental Commitment



Likewise, to ensure compliance with our environmental and social commitments, we fully implemented the **Annual Sustainability Training Program 2022** to reinforce the technical capabilities of the staff in the Business Units, aligned with the key issues of the Sustainability strategy and other environmental and social issues of interest to our employees. With the program we managed to give a total of three workshops with 23 hours of awareness aimed at all ALEATICA employees, and seven courses with 30 hours of technical training to the technical team of Sustainability in the Business Units.

Additionally, the Business Units have identified the needs of internal, administrative and operational personnel, achieving a total of 4,447 employees and contractors trained in environmental issues at the end of 2022, totaling 3,697 hours of training.<sup>63</sup>

## Environmental Emergency Response Attention

GRI 201-2, 307-1

As part of the implementation of the Safety Management System (SMS). The **Emergency Preparedness and Response Plan DOS-PRCS-08**, which applies to all Business Units, contains guidelines and orientations based on management, operational and communication structures and actions for emergency situations, including the environmental aspect with the containment of contamination in the event of an incident.

In this regard, all Business Units, (except TeleVía), have a Plan for Prevention and Attention to Environmental Emergencies in the workplaces in accordance with requirement 8.2 of ISO 14001: 2015.



63. Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included.

# Climate Strategy

GRI 2-4, 3-3, 201-2, 302-4, 305-1, 305-2, 305-3, 305-5, SASB: TR-RO-110a.1, TR-RO-110a.2

## Mitigation Strategy

In response to our material topics and in line with the UN's priority issues, we have developed **ALEATICA's Mitigation, Adaptation and Resilience Strategy**, focused on two lines of action with the objective of contributing to reduce the accelerated increase of Greenhouse Gas (GHG) concentrations in the atmosphere and to generate conditions for the adaptation and resilience of our infrastructure and operations vulnerable to the effects of climate change.

To this end, during 2022 we developed the **Mitigation Strategy** for all Business Units, establishing mitigation measures with three main lines of action:

1. Conversion and replacement of fleets to low-carbon vehicles (hybrid and electric including LPG).
2. Consumption of clean energy (self-consumption or certified).
3. Constant upgrading of office equipment to increase energy efficiency.

Global reduction target of 42% by 2030 and Net Zero by 2050 of our Scope 1 and 2 GHG emissions.

This goal includes the progressive phase-out by 2030 and the elimination of the use of fossil fuels or energy from fossil fuels in our operations by 2050. **ALEATICA's Carbon Management System** was designed to track and monitor emissions and effectiveness of actions, as well as to evaluate performance.

## Measurement of Greenhouse Gas (GHG) Emissions

GRI 2-4

To monitor and control our emissions, we implemented the **ALEATICA Carbon Emissions Protocol**, which establishes the governance and methodologies for managing ALEATICA's Greenhouse Gas (GHG) emissions, in accordance with the Green House Gas Protocol (GHG) accounting and reporting standards, PAS 2050, ISO 14064-1 and ISO 14069.

Unlike previous years, we report our scope 1, 2 and 3 net emissions as a way to reflect the efficiency of the actions implemented as of 2022 to reduce our carbon emissions in accordance with **ALEATICA's Mitigation Strategy**.

Compared to 2021, our emissions decreased by 1.9% (119.18 tCO<sub>2</sub>e) for scope 1 and 1.4% (57 tCO<sub>2</sub>e) for scope 2. Thus, our total decrease in scope 1 and 2 emissions was 1.7% from 2021 to 2022.

On the other hand, there was an 11.4% increase in our scope 3 emissions due to the increase in port operations, the use of our roads by our customers, the reestablishment of business trips and the implementation of the routes for transferring administrative personnel to the Toreo office.

| CO <sub>2</sub> e Emissions                                                                     | Total 2021 <sup>64</sup> | Total 2022 | Difference 2021/2022 (%) |
|-------------------------------------------------------------------------------------------------|--------------------------|------------|--------------------------|
| Direct scope 1 emissions (tCO <sub>2</sub> e)                                                   | 6,391                    | 6,271      | -1.9%                    |
| Indirect scope 2 emissions (tCO <sub>2</sub> e)                                                 | 4,182                    | 4,125      | -1.4%                    |
| Direct scope 1 emissions (tCO <sub>2</sub> e) + Indirect scope 2 emissions (tCO <sub>2</sub> e) | 10,573                   | 10,396     | -1.7%                    |
| Indirect scope 3 emissions (tCO <sub>2</sub> e)                                                 | 5,539,435                | 6,169,699  | 11.4%                    |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.

64. In 2022, ALEATICA's Carbon Management System was implemented, which changed the way energy is measured and, therefore, GHG emissions. The 2021 values for scope 1 direct emissions (tCO<sub>2</sub>e) were 6,169; scope 2 (tCO<sub>2</sub>e) were 4,920 (tCO<sub>2</sub>e), and scope 3 were 5,539,521 (tCO<sub>2</sub>e).



# Climate strategy

Derived from the increase in scope 3, there was an increase in carbon dioxide (CO<sub>2</sub>) with 16%, methane with 180% and 16% nitrogen oxide (N<sub>2</sub>O), compared to the previous year.

| Greenhouse Gases | Total 2021 (ton) <sup>65</sup> | Total 2022 (ton) | Difference 2021/2022 (%) |
|------------------|--------------------------------|------------------|--------------------------|
| CO <sub>2</sub>  | 1,227,803                      | 1,420,712        | 16%                      |
| CH <sub>4</sub>  | 465                            | 1,301            | 180%                     |
| N <sub>2</sub> O | 16,258                         | 18,804           | 16%                      |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligerero Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.

We will continue with the implementation of low-carbon measures to improve our metrics in favor of the environment and the prevention of air pollution.

<sup>65</sup> In 2022, ALEATICA's Carbon Management System was implemented, which changed the way we measure energy and, therefore, GHG emissions. The 2021 values for CO<sub>2</sub> Emissions were 1,228,410 ton; CH<sub>4</sub> were 464 ton, and N<sub>2</sub>O were 16,257 ton.

## GHG Reporting Accreditations

GRI 2-4

For the first year, AuNor voluntarily participated in the **Carbon Footprint** program of Peru's Ministry of Environment (Ministerio de Ambiente, MINAM), which officially recognizes the efforts of public and private organizations to reduce their emissions of Greenhouse Gases (GHG), scope 1, 2 and 3 through the reporting of emissions and actions to reduce and / or neutralize them.

Therefore, in 2022, the registration and reporting of 2021 emissions was made, obtaining the first star out of four. From 2023, the verification of emissions (2021) by the Ministry and the report of the emissions generated in 2022 are scheduled. We will be awarded two more stars.

With this calculation we will be able to access the purchase of carbon credits for the neutralization of emissions with associations approved by the MINAM and thus obtain the fourth star.



# Climate strategy

## Adaptation and Resilience Strategy

GRI 2-4

Currently, we have developed the **Adaptation and Resilience Diagnosis** in four Business Units: in 2021 AuNorte, VB and ARM, joining AuNor in 2022, which has generated the formulation of an **Adaptation and Resilience Strategy** that includes three main components:

### 1. Risk Management.

In conjunction with the Risk Management, the **Manual of Risks Associated with Climate Change** was prepared, which aims to establish the general guidelines for the identification, evaluation and monitoring of physical and transitional risks associated with climate change in the Business Units, to establish controls and/or action plans in the short, medium and long term, mitigating the identified risks.

### 2. Climate Awareness and Capacity Strengthening.

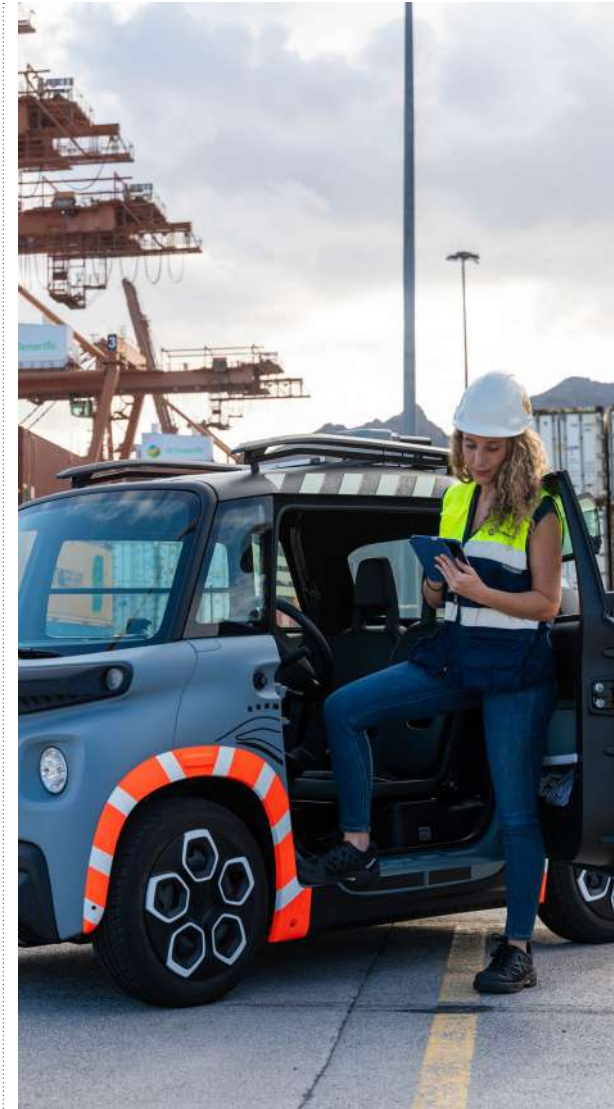
In 2022, as part of the Annual Sustainability Training Program, two workshops on Climate Change, Adaptation and Resilience were given for the initiation of capacity development to ALEATICA's Sustainability staff. In follow-up, in 2023 the Learning Network will be implemented, which aims to strengthen competencies to promote the development of the personnel involved in the operation of the CMS and sensitize them through awareness actions and to know the key aspects of the **Carbon Management System (CMS) and Climate Change Adaptation Management System of ALEATICA (SGACC)**.

### 3. ALEATICA's Climate Change Adaptation Management System (SGACC),

structured in five general components:

- a. Climate change impact assessment.
- b. Adaptation planning.
- c. Implementation of the adaptation plan.
- d. Monitoring and evaluation.
- e. Reporting and communication.

This structure is based on the ISO 14090 standard, so that the actions of this system will be aligned with ALEATICA's ISO 14001 Environmental Management System, which is part of the Safety Management System and is aimed at recurring processes that seek continuous performance improvement. In 2023, it will be carried out in CONMEX and GANA, selected for their high vulnerability to risks associated to climate change due to their geographical location and climatic background.



# Energy Consumption and Efficiency

GRI 3-3, 302-1, 302-2, 302-4, 302-5; SASB: TR-RA-110a.3, TR-RO-110a.3

## Energy Consumption

GRI 2-4

One of our short, medium and long-term goals is the reduction of scope 2 emissions. To achieve this, the energy transition in our clean energy operations is fundamental, to contribute to mitigating climate change and pollution.

Therefore, at ALEATICA we progressively implement the **Mitigation Strategy** to achieve the energy efficiency of our infrastructure and assets, through the conversion and replacement of fleets to low-carbon vehicles, consumption of clean energy (self-consumption or certified) and the constant updating of office equipment to increase energy efficiency.

| Energy consumption                                                                                | Unit           | Total 2021 <sup>66</sup> | Total 2022 | Difference 2021/2022 (%) |
|---------------------------------------------------------------------------------------------------|----------------|--------------------------|------------|--------------------------|
| Consumption of conventional electricity                                                           | KWh            | 9,599,099                | 9,714,202  | 1.2%                     |
| Consumption of electricity with guarantee of origin certificates or renewable energy certificates | KWh            | 4,871,473                | 5,819,953  | 19%                      |
| Consumption of solar energy generated in the facilities themselves                                | KWh            | 929,718                  | 962,547    | 3,5%                     |
| Gasoline consumption                                                                              | Liters         | 611,929                  | 802,093    | 31%                      |
| Diesel consumption                                                                                | Liters         | 1,647,324                | 1,610,867  | -2.2%                    |
| Consumption of liquefied gases (LPG, Butane, Propane)                                             | Liters         | 332,458                  | 167,658    | -50%                     |
| Natural gas or city gas consumption                                                               | M <sup>3</sup> | 5,912                    | 6,338      | 7%                       |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.

66. In 2022, ALEATICA's Carbon Management System was implemented, which changed the way energy is measured. The 2021 values for conventional electricity consumption were 9,749,797 KWh, electricity consumption with guarantee of origin certificates or renewable energy certificates were 4,755,254 KWh, consumption of solar energy generated in the facilities themselves was 920,576 KWh, gasoline consumption was 568,523 l, diesel consumption was 1,574,523 l, liquefied gases consumption (LPG, butane, propane) was 325,144 l.

As a result of the growth of our operations, our electricity demand increased by 1.2% compared to 2021; however, thanks to the implementation of ALEATICA's Emissions Mitigation Strategy, we aim to meet those demands with clean energy.

"In 2022, we increased electricity consumption with certificates of guarantee of renewable origin by 19%, where the energy consumption of BreBeMi and M45 is of renewable origin with 98% and 100% respectively."

On the other hand, the consumption of gasoline fuels presented a 31% increase as this report includes fuel consumption of the vehicle fleet of ALEATICA's administrative offices in Mexico, in addition to the increase of operations in our assets; however, there was a considerable decrease (-50%) in the consumption of liquefied gases (LPG) derived from the decrease of the fleet with conversion to LPG engine, substituted by gasoline vehicles.

## Energy Consumption and Efficiency

Similarly, we have expanded the capacity of solar energy generation in the facilities themselves. An example of this is GANA, where thanks to the rehabilitation and improvement of the photovoltaic system in the T5 building, efficiency increased by 88%, which in turn reduced the consumption of Diesel derived from a lower use of the light generator. Likewise, ARM installed a total of 84 photovoltaic systems to illuminate the road in the section that is currently in operation.

It is important to highlight that VB is in the first phase of the Solar Farms project, which will consist of the installation of seven Photovoltaic Systems (PVS) interconnected to the grid, in order to cover 100% of the electricity demand of the road once the project is completed. This transformation phase caused a 75% decrease in solar energy generation by 2022, a situation that will be temporary once the project comes into operation.

Meanwhile, CANOPSA recorded a 38% decrease due to modifications made to the Intelligent Transit System (SIT in Spanish), thus changing the location of the SOS poles, which rendered them unavailable for a 3-month period, impacting solar energy generation.

In this regard, this year 925,705 kWh were generated from solar energy, with AuNorte, ARM and the ports of Spain being the Business Units that generated the most solar energy.

### Solar energy consumption generated in our own installations

| Business Unit                                                                                    | Total 2021 (kWh) <sup>67</sup> | Total 2022 (kWh) | Difference 2021/2022 (%) |
|--------------------------------------------------------------------------------------------------|--------------------------------|------------------|--------------------------|
|  <b>VB</b>      | 310,932                        | 82,352           | -74%                     |
|  <b>AuNorte</b> | 245,636                        | 245,747          | 0.05%                    |
|  <b>CONMEX</b>  | 65,499                         | 64,256           | -2%                      |
|  <b>GANA</b>    | 49,172                         | 92,506           | 88%                      |
|  <b>AuNor</b>   | 275                            | 275              | 0%                       |
|  <b>CANOPSA</b> | 2,622                          | 1,616            | -38%                     |
|  <b>TMS</b>   | 144,136                        | 154,740          | 7%                       |
|  <b>TCT</b>   | 111,446                        | 146,435          | 31%                      |
|  <b>ARM</b>   |                                | 174,620          | 100%                     |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included.



Urban highways



Commercial ports



Railways



Airport

“Thanks to the solar energy generated in our own facilities and the certified energy consumption, we managed to avoid the emission of 1,799 tons CO<sub>2</sub>e of scope 2 of ALEATICA, which represents 6% compared to 2021.”

67. In 2022, the ALEATICA Carbon Management System was implemented, which modified the way of measuring energy. The total energy consumed for AuNorte in 2021 was 245,651 kWh, for CONMEX it was 65,532 kWh, for GANA it was 39,959 kWh, for CANOPSA it was 2,640 kWh, for TMS it was 144,137 kWh and for TCTenerife it was 111,449 kWh.



# Energy Consumption and Efficiency

## Sustainable Mobility

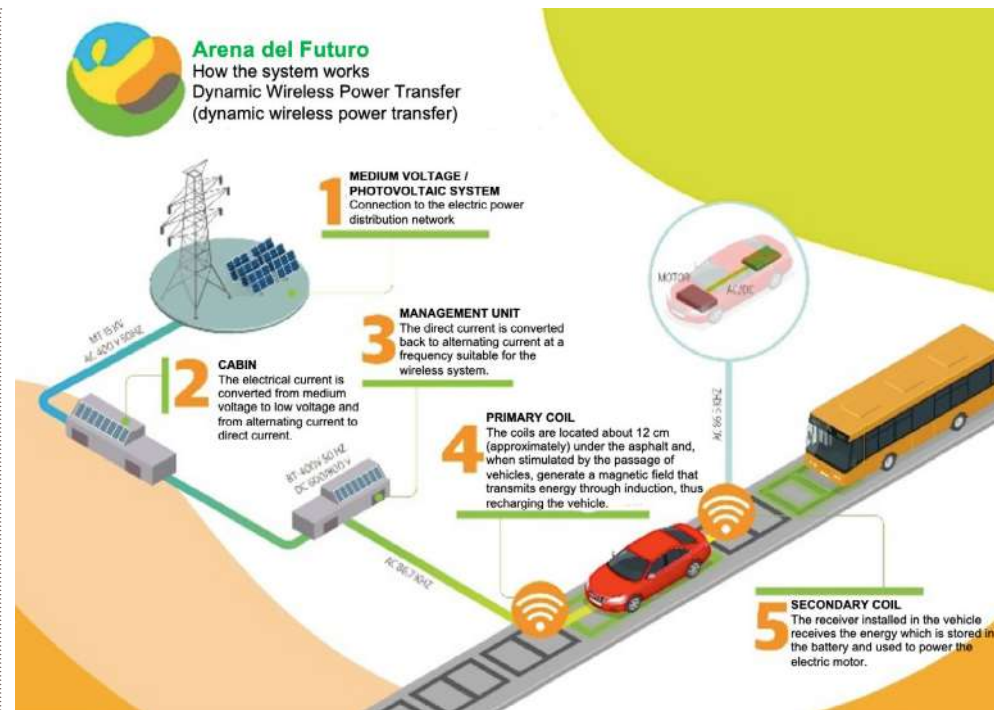
### Arena del Futuro: An Innovative Commitment to Zero Emissions Mobility

ALEATICA, in coalition with leading international industrial companies in their sector, supported by prestigious universities and public institutions, have developed the pilot program "Arena del Futuro" to work in favor of sustainable mobility. This project seeks to demonstrate the effectiveness and efficiency of an experimental circuit built on the A35 BreBeMi motorway to supply energy to electric vehicles.

#### How does it work?

It consists of an innovative Dynamic Wireless Power Transfer System (DWPT) incorporating the placement of coils under the asphalt, which will transfer the energy directly to the electric vehicles (cars, trucks and buses) which will be suitably modified (by installing a receiver plate underneath them). When the vehicles circulate on the lanes enabled for this purpose, the coils will be activated and the vehicles will start receiving energy that will either directly charge the batteries or directly feed the electric motor.

This zero-emission mobility system includes different elements, studied by the experts involved.



The findings on the use of this DWPT technology demonstrate extraordinary advantages:

- Greater energy efficiency of vehicles thanks to the possibility of charging them on the roads themselves.
- A reduction in the volume of vehicle batteries without impacting the carrying capacity of people and goods.

- An increase in average battery life due to the fact that peak recharge times can be avoided by recharging at any time of the day at regular intervals.
- A better overall quality of travel, optimizing time with the combination of different charging systems.

The aforementioned goals are also achievable thanks to innovative 5G technologies and AI-based application solutions, which will facilitate the exchange of information between the vehicle and management platforms, increasing road safety and travel efficiency.

This technology, in its dynamic and static induction versions, has already aroused great interest for its commercial development in Italy and abroad.

Its versatility is one of the main reasons for being so attractive, since in addition to being useful on roads and highways, it is also suitable when combined within other infrastructures such as ports, airports and parking lots.

"Arena del Futuro is an important example of collaborative innovation for zero-emission mobility."

Thanks to the research being carried out by **A35 BreBeMi ALEATICA Arena del Futuro** on the wireless transfer of dynamic energy, on November 29, 2022, the **award for the best innovative project** was received in Brussels, delivered during the conference of the Smart Transportation Alliance (STA), a global non-profit collaborative platform, dedicated to transport infrastructures and smart cities.

## Energy Consumption and Efficiency








### Incentivizing Low Carbon and Smart Mobility

We continue to encourage low-carbon and intelligent mobility in our value chain through the fixed discount of 30% of the total toll of the **A35 BreBeMi** motorway, applied to all Telepass customers who travel on the road with electric or hybrid vehicles, in addition to the installation of columns for electric charging offered by **BreBeMi**.

Likewise, during 2022 we increased our reach of the **TeleVía EcoTag** program compared to 2021, through which a 20% discount is granted to our customers with electric or hybrid vehicles that circulate on urban roads in CDMX. Our results were:

- 476,097 **EcoTag** transactions with EcoTag, which is 36% higher than the 2021 results.
- 108,596 euros investment (45,131 euros more than in 2021).
- 49,92 tCO<sub>2</sub> reduction (-22%) compared to what combustion vehicles emit.

In addition, as of 2022 we decided to adjust the standards for the replacement of vehicles assigned to our executives, migrating to the rental of cars with cleaner technologies and lower polluting emissions to contribute to the sustainability of the planet giving preference to hybrid vehicles.

|                                                                                                                                                                   | 2021<br>JAN - DEC | 2022<br>JAN - DEC |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
|  <b>ECOTAGS TELEVÍA</b><br>Placed                                                | 711               | 796               |
|  <b>TOTAL CROSSINGS/TRIPS</b><br>(AUN, SVP and AUSUR and participating highways) | 349,777           | 476,097           |
|  <b>CROSSINGS/DISCOUNTED TRIPS</b><br>(AUN, SVP and AUSUR)                       | 163,497           | 218,820           |
|  <b>% CROSSINGS/DISCOUNTED TRIPS</b><br>(AUN, SVP and AUSUR)                    | 47%               | 46%               |
|  <b>DISCOUNT GRANTED (EUROS)</b><br>EcoTags TeleVía                            | 55.830            | 103.166           |
|  <b>CO<sub>2</sub> REDUCTION</b><br>EcoTags TeleVía                            | -23%              | -23%              |
|  <b>TONS OF CO<sub>2</sub></b><br>EcoTags TeleVía                              | 30                | 49.92             |

# Biodiversity and Ecosystem Preservation

GRI 3-3, 304-2, 304-3

One of our environmental commitments is to ensure the protection and conservation of the environment, respecting ecosystems and biodiversity, as well as mitigating the impacts produced as a result of our operations. That is why preservation and restoration is a priority, promoting respect and care for the environment through diversity diagnoses and projects that favor the balance of the environment in the short, medium and long term, both in rural and urban areas.

## Reforestation in Ecologically Important Zones

Activities focused on compensating for negative impacts in the construction and/or modernization stage of the CANOPSA, AT-AT, ARM and GANA roads are carried out, with the implementation of Reforestation Programs in compliance with environmental authorizations by local governments.

“During 2022, 70,825 native species in 141 reforested ha were planted, and 419 ha previously reforested for monitoring and survival were maintained.”

In CANOPSA, during the year 2022 we reforested 91 ha of native forest to compensate for the affected forest areas derived from the expansion works, planting 4,405 individuals of the species *Peumus boldus* (boldo), *Acacia cavne* (hawthorn), *Lithraea caustica* (litre), *Porlieria chilensis* (guayacán), *Schinus molle* (pirul) and *Quillaja saponaria* (quillay), on properties approved by the state agency CONAF (National Forestry Corporation) of Chile. Since the start of the Forest Management Program in 2020, a total of 44 ha have been reforested, allowing the recovery of degraded soils, providing a lung to the community of Chilicauquen-Puchuncaví, Valparaíso Region.

In 2022, AT-AT reforested an area of **42.38 ha**, planting 46,618 individuals of different native species such as oaks (*Quercus rugosa* and *Quercus Crassifolia*) and pines (*Pinus Montezumae* and *Pinus Greggii*), among other native species, within the *El Ocotal* State Park, located in the ejido of Santiaguito Maxdá, municipality of San Andrés Timilpan, State of Mexico, with a total to date of 330 ha since 2018, when the **Reforestation Program** began. Additionally, maintenance and supervision work is carried out on the 287.62 ha reforested in previous years.

ARM also carried out reforestation activities in a total of 88.5 ha in the municipalities of Puerto Berrío (Antioquia) and Cimitarra (Santander), through the planting and maintenance of 18,802 trees.

As of 2022, GANA will implement the **Green Sponsorship** project, which consists of contributing to the restoration of the flora in the area with the participation of employees in planting trees. This year we planted 1,000 individuals of three species in the region: *Pinus leiophylla* (manzanita pine), *Quercus crassipes* (*Quercus crassipes*) and *Juniperus deppeana* (juniper), on the right-of-way at km 40+150 of the Amozoc-Perote highway.



## ANA Biodiversity Diagnosis

As part of ALEATICA's Sustainability priority projects, we developed a Biodiversity diagnosis in ANA, given its ecological importance as it is located in the area of influence of the Federal Protected Natural Area (ANP) La Malinche National Park located in the states of Tlaxcala and Puebla. It is part of the mountain range known as the Transversal Neovolcanic Axis for 14.1 km and the San Antonio Limón Totalco State PNA in the State of Veracruz for 0.07 km. The objective is to establish conservation measures for the existing flora and fauna of the area.

### Fauna

To determine the richness of the fauna in the area, samplings were carried out in 10 linear transects in sites with preserved vegetation in the NPAs, identifying **33 species of wild vertebrates** (seven reptiles, 16 birds and 10 mammals), with a low diversity due to the fragmentation of the vegetation and the degradation of the area.

In addition, a monitoring was carried out on the rate of roadkill along the 123 km of the road, registering **32 vertebrate individuals** run over in a period of nine days, being the mountain rabbit *Sylvilagus floridanus* and the red-bellied squirrel *Sciurus aureogaster* the species with the highest number of run over events in the study, with seven and six records respectively, without identifying a critical area of road incidents.

Despite the results, the run over rate was low, which can be related to the adaptation of the fauna to the communication route, avoiding the highway crossing, making the crossings through streams, riverbeds and drainage works of the highway itself, reducing the rate of being run over.

### Fauna Recommendations

- Adjustment and maintenance of existing drainage works (DW) on the road, to make them more functional as mixed passages (water/fauna), which consists of placing an induction barrier (mesh), the construction of ramps to facilitate access to fauna, as well as revegetation with native species at the entrance of the DW.



### Flora

The sampling analysis determined a low diversity of native flora and a high diversity of invasive and exotic species, due to anthropogenic activities in the region, such as agriculture and logging, increasing ecological effects such as habitat fragmentation, reduction of biodiversity, alteration of the hydrological cycle, microclimatic changes, as well as environmental, noise and light pollution.

### Flora Recommendations

- Reforestation actions with native species in the right-of-way and fragile areas, to restore and maintain the biological connectivity of ecosystems, NPAs and other conserved areas.
- Actions to conserve the populations of the region's native flora species.
- Implementation of pollinator gardens in the distributors, embankments, and Right of Way (ROW) of the junctions.

These recommendations will be implemented starting in 2023, in ANA's Sustainability Plan, where their effectiveness will be monitored once they have been applied.



## Pollinator Gardens



During 2022, Viaducto Bicentenario, in partnership with the company **Endemika**, created 16 pollinator gardens with *Echeveria elegans* (alabaster rose) species in 16 public schools located in the State of Mexico. These gardens serve as home and refuge for pollinating species such as bees, bats, hummingbirds, among others, contributing to the ecological balance of the area.

In addition, the students received training for the maintenance and conservation of the gardens, reporting their progress on a platform created to measure the survival of the species.

## Flora and Fauna Rescue and Monitoring Actions



As part of the compensation actions, Puente Industrial implements the Wildlife Rescue and Relocation Plan and the Protection Plan for Sensitive Birds during the nesting period. In 2022, 221 individuals were rescued (133 fish and 83 amphibians), mainly of the species *Batrachyla taeniata* and *Pleurodema thaul*, relocated in the vicinity of the *Península de Hualpén* Nature Sanctuary.

During the operation phase, AuNor performed biological monitoring, which includes monitoring both the flora and fauna that converge in the project's area of influence and which is reported to the Peruvian National Forestry and Wildlife Service-SERFOR, in compliance with the environmental obligations acquired from the update of the Environmental Impact Study for Red Vial 4. In this regard, 14 monitoring stations were installed in 2022, located in the vegetation units, where 12 species listed in some category of risk were identified, including birds, mammals, reptiles, cacti and tree species in the region.

## Noise and Air Quality Monitoring



AuNor periodically evaluates physical parameters on air quality and noise at the toll units and at the accesses to the main towns adjacent to the road, within the direct area of influence of Red Vial N° 4. Air quality is determined through the concentration of gases present and environmental noise, and an analysis is made of whether emissions from motor vehicles circulating on the *Panamericana Norte* represent a significant risk to human health and the environment, all based on environmental quality standards (EQS).

This information has been used to implement improvements in the toll units for the benefit of our employees, such as the construction of booths with hearing insulation, led by the *Safety* area, as the only results obtained from the monitoring carried out. At the same time, environmental training sessions were held to raise awareness of the consequences of excessive noise, as well as radio spots on the same subject.

# Waste

GRI 301-2, 301-3, 3-3, 306-1, 306-2, 306-3, 306-4, 306-5

We implement actions and initiatives with good environmental practices, properly managing the waste generated in our Business Units, resulting from the operation and maintenance of our assets. We establish guidelines to minimize the generation and disposal of waste in accordance with the normative, legal or regulatory framework of each country through Integrated Waste Management Plans and strategic alliances to contribute to the reduction of environmental impact.

## Non-Hazardous Waste

As a result of major and minor road maintenance activities, 89% of our waste is concentrated in non-hazardous waste from road maintenance (gravel, demolition, earth, stones, etc.), which is disposed of in authorized sites, followed by inorganic waste (urban or urban-like), generated by road cleaning, which is collected and separated in the temporary storage sites of each Business Unit for subsequent disposal.

| Non-hazardous waste                                                                | 2021 <sup>68</sup> | 2022 (ton) | Difference 2021/2022 (%) |
|------------------------------------------------------------------------------------|--------------------|------------|--------------------------|
| End-of-life tires (ELT)                                                            | 14                 | 14.2       | 1.4%                     |
| Paper, cardboard (office or packaging use)                                         | 77                 | 45         | -42%                     |
| Metal scrap waste                                                                  | 291                | 228.3      | -21%                     |
| Wood waste                                                                         | 51                 | 24.3       | -52%                     |
| Electronic Waste                                                                   | 5                  | 2          | -60%                     |
| Inorganic waste (urban or similar to urban)                                        | 409                | 897.9      | 119%                     |
| Non-hazardous waste from road maintenance (gravel, demolition, dirt, stones, etc.) | 2,640              | 12,513     | 374%                     |
| MIXED non-hazardous wastes (urban or similar to urban)                             | 0                  | 127.5      | -                        |
| Organic waste                                                                      | 572                | 114.5      | -80%                     |
| Plastic waste                                                                      | 52                 | 25.8       | -50%                     |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligerero Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.

68. A restatement of the Non-Hazardous and Hazardous Waste information presented in the 2021 Statement of Non-Financial Information is made as follows: the amount consumed of End-of-life tires (ELT) reported was 12 ton, and is changed to 14 ton; the amount consumed of Paper, cardboard (office or packaging use) reported was 55 ton, and is changed to 77 ton; the amount consumed of Metal scrap waste reported was 102 ton, and is changed to 291 ton; the amount consumed of Electronic Waste reported was 176 ton, and is changed to 5 ton; the amount consumed of MIXED non-hazardous wastes (urban or similar to urban) reported was 2,448 ton, and is changed to 0 ton; the amount consumed of Organic waste reported was 570 ton, and is changed to 572 ton; and the amount consumed of Plastic waste reported was 36 ton, and is changed to 52 ton. All these changes are the result of improvements made to the internal information system that measures and collects each Business Unit's indicators, which means that much of this data is updated.

# Waste

## Hazardous waste

On the other hand, hazardous waste, so called because it presents some characteristic such as Corrosive, Reactive, Explosive, Toxic and Biologically Infectious (CRETIB in Spanish), is generated mainly by equipment maintenance activities, with oil and grease representing 58% of the total amount of waste, and contaminated absorbents representing 11% of the total hazardous waste. The Biologically Infectious (BI) waste -a recently added category- generated in the offices and medical units installed in the Business Units is in smaller quantities.

| Hazardous waste                                   | 2021 (ton) <sup>69</sup> | 2022 (ton) | Difference 2021/2022 (%) |
|---------------------------------------------------|--------------------------|------------|--------------------------|
| Biological-infectious waste (BI)                  | -                        | 0.11       | 100%                     |
| Contaminated absorbent waste (rags, sepiolite)    | 11.3                     | 4.2        | -63%                     |
| Waste oils and grease                             | 17.1                     | 20.0       | 17%                      |
| Oil filter residues                               | 1.5                      | 1.5        | -3%                      |
| Lamps/ fluorescent lamps waste                    | 0.3                      | 0.1        | -77%                     |
| Batteries and battery waste                       | 2.7                      | 3.5        | 33%                      |
| Contaminated metallic waste (including packaging) | 1.3                      | 1.7        | 35%                      |
| Contaminated plastic waste (including packaging)  | 3.2                      | 3.5        | 11%                      |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligerio Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.

## Waste Management Plan, AuNor

AuNor executes the Waste Management and Minimization Plan, which involves employees, contractors, and service providers. In addition, a **Clean Roads** campaign was carried out in the districts of Chao (municipal market) and Chimbote (land terminal) to raise awareness among the population about the proper handling and disposal of solid waste, as well as the maintenance of Red Vial 4 free of waste, with 2,000 participants.

69. A restatement of the Non-Hazardous and Hazardous Waste information presented in the 2021 Statement of Non-Financial Information is made as follows: the amount consumed of Contaminated absorbent waste (rags, sepiolite) reported was 11.4 ton, and is changed to 11.3 ton; the amount consumed of Batteries and battery waste reported was 2.6 ton, and is changed to 2.7 ton; the amount consumed of Contaminated metallic waste (including packaging) reported was 1.2 ton, and is changed to 1.3 ton; and the amount consumed of Contaminated plastic waste (including packaging) reported was 2.9 ton, and is changed to 3.2 ton. All these changes are the result of improvements made to the internal information system that measures and collects each Business Unit's indicators, which means that much of this data is updated.

# Waste

## Waste Recovery

Facing the global problem that waste represents on the environment, we have focused on finding another use to the waste we generate. Therefore, we continue with recovery actions based on reuse, recovery and recycling processes to mitigate the pollution that leads to a negative impact on the environment.

In 2022, we were able to recover 14% of the waste generated (excluding non-hazardous waste from road maintenance), with a total of 295.49 tons, where the largest amount of waste recovered with respect to waste generated in the period was wood and electronic waste with 95% and 90% respectively, and tires (ELT), of which only 12% went to landfills.

| Recovered waste                            | Total 2022 (ton) | % of appreciation |
|--------------------------------------------|------------------|-------------------|
| Paper, cardboard (office or packaging use) | 25.22            | 56                |
| Metal scrap waste                          | 1871             | 82                |
| Wood waste                                 | 21.87            | 90                |
| Electronic waste                           | 1.93             | 95                |
| Organic waste                              | 33.40            | 29                |
| Quantity of plastic waste                  | 13.32            | 51                |
| End-of-life tires (ELT)                    | 12.54            | 88                |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.



To achieve these results, CONMEX executes the Collection, Transfer and Final Disposal Plan for Urban Solid and Handling Waste. Thus, in 2022, 104.38 tons of materials were collected and redirected for recycling, achieving an annual average of 40.60% recovery of non-hazardous waste stored in warehouses and derived from the operation.

We generated alliances with stakeholders in the government sector, where AuNorte voluntarily enrolled in the **Nuevo Chimbote Recicla** program for segregation at the source of the Municipalities of Nuevo Chimbote and Virú, an initiative

that helps to formalize recyclers by providing them with opportunities and support for their development, and in parallel we dispose of our usable waste generated in the Red Vial 4 road network.

Thanks to the support of the personnel at the toll plazas with the segregation, storage and transportation of this usable waste, we were able to deliver 5.9 tons of waste such as metal, paper, cardboard, plastics and glass. This led us to receive recognition from the municipality of Nuevo Chimbote for our participation in the program.



## Waste



### Electronic Waste Management

AuNor joined the *Reciclar para ayudar* (**Recycling to help**) program, led by the *Asociación de Niños Quemados* (ANIQUEM). The donation of electronic waste to the RECOLECC collective provides resources for the comprehensive rehabilitation of low-income children surviving burn injuries, thus serving two causes. This year we donated 1.5 tons of waste that will be used for the rehabilitation of a child during a one year. As a result of our actions, we were recognized by the foundation for delivering 11 tons of electronic waste in 2021, and we were nominated for the YANAPAY award in its VII edition.

### Clean Industry Certification in Viaducto Bicentenario

This year, Viaducto Bicentenario received the certificate from PROPAEM in the State of Mexico for its participation in the **Clean Industry** initiative through an audit that validated compliance with the environmental requirements granted to Viaducto Bicentenario in the operation and maintenance phase.



# Materials

GRI 3-3, 301-1

## Materials Consumption

Due to the nature of the business and the quality of ALEATICA's assets, it is our obligation to maintain our roads in optimal conditions and to monitor the environmental impacts that we may be generating from the use of construction materials, maintenance and operation of our infrastructure. Therefore, through our Policies and Standards, we express our commitment to favor the acquisition and use of materials that prove to have the least environmental impact, compared to other similar materials, as long as they comply with current legislation and the expected quality. In addition to promoting with suppliers the research and development for the creation of construction materials of greater efficiency and quality, and lower environmental impact. Thus, the main materials used for the company's activities are those used in the maintenance, expansion or modification of projects, as well as the acquisition of assets during the construction or operation stage of the Business Units, with significant variations in annual consumption. In 2022 we consumed a total of 6,268 tons of materials.

### Consumed material

| Consumed material                                              | 2021 (ton) <sup>70</sup> | 2022 (ton) | Difference 2021/2022 (%) |
|----------------------------------------------------------------|--------------------------|------------|--------------------------|
| Oils and grease                                                | 16                       | 9          | -46%                     |
| Bitumen                                                        | 28                       | 43         | 50%                      |
| Fertilizers (specify type)                                     | 3                        | 0.004      | -100%                    |
| Insulating gases                                               | -                        | 0.5        |                          |
| Refrigerant gases                                              | 0.012                    | 0          | 0%                       |
| Metals (fences, lanes, containers)                             | 1,243                    | 257        | -79%                     |
| Bituminous or asphalt mixes, purchased directly from suppliers | 39,935                   | 5,484      | -86%                     |
| Paints or primers                                              | 414                      | 66         | -84%                     |
| Salt                                                           | 784                      | 409        | -48%                     |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.

70. A restatement of the Materials Consumption information presented in the 2021 Statement of Non-Financial Information is made as follows: the amount consumed of bitumen reported was 21 ton, and is changed to 28 ton; the amount consumed of refrigerant gases reported was 0 ton, and is changed to 0.012 ton; the amount consumed of metals (safety barriers, rails, containers) reported was 1,418 ton, and is changed to 1,243 ton; the amount consumed of bituminous or asphalt mixtures purchased directly from suppliers reported was 41,427 ton, and is changed to 39,935 ton; the amount consumed of paints or primers reported was 482 ton, and is changed to 414 ton; and the amount consumed of salt reported was 783 ton, and is changed to 784 ton. All these changes are the result of improvements made to the internal information system that measures and collects each Business Unit's indicators, which means that much of this data is updated.

# Water Consumption and Treatment

GRI 2-4, 303-1, 303-2, 303-3, 303-4, 303-5

We are committed to improving the efficiency of water management and promoting its efficient use in our operations' activities. In 2022, 79% of our total global water consumption will come from the distribution network, with a 20% increase in consumption compared to the previous year. The total reported groundwater consumption is used by CONMEX because it is located in a water deficit zone, which is supplied through tanker trucks, decreasing by 4% compared to 2021.

In order to reduce water pollution, we have sanitation systems prior to discharge, through the operation of Wastewater Treatment Plants (WTPs) at CANOPSA's main building and at three GANA toll plazas, in addition to biodigesters at AuNor, CONMEX, M45, TCT and TMS, where the waste comes mainly from services (toilets) in the toll plazas and buildings.



This year we continued to strengthen the measurement and control of our wastewater and treated water discharges in order to have greater precision in monitoring their final destination. These come from mobile toilets, septic tanks, biodigesters and WTPs and are directed to the sewer system, soil, subsoil or bodies of water. 61% of our discharges come from the WTPs and comply with the permissible parameters established by local legislation.

## Water consumed

| Water consumed                                                                                        | 2021 (m <sup>3</sup> ) <sup>71</sup> | 2022 (m <sup>3</sup> ) | %    |
|-------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------|------|
| Water consumption from the distribution network (pressurized pipes, pipelines and irrigation ditches) | 38,412                               | 48,915                 | 27%  |
| Groundwater consumption (wells)                                                                       | 13,212                               | 12,624                 | -4%  |
| Consumption of surface water (rivers, lakes, canals, reservoirs, etc.)                                | 282                                  | 15                     | -95% |
| Total                                                                                                 | 51,906                               | 61,604                 | 19%  |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included. TCVAL information is included until March 15, 2022.

## Discharges

| Discharges                                                 | 2021 (m <sup>3</sup> ) | 2022 (m <sup>3</sup> ) <sup>72</sup> | Diff. |
|------------------------------------------------------------|------------------------|--------------------------------------|-------|
| Discharge of wastewater from mobile toilets / septic tanks | 3,889                  | 14,023                               | 260%  |
| Discharges of treated water from WTPs                      | 235                    | 22,745                               |       |

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included.

71. Water consumption values for 2021 for the distribution network (pressure pipelines, canals and irrigation ditches) correspond to 33,890 m<sup>3</sup>, groundwater consumption was 12,952 m<sup>3</sup> and surface water consumption (rivers, lakes, canals, reservoirs, etc.) remained unchanged, with a total of 47,124 m<sup>3</sup>. During 2022, we developed the reporting automation process for the monthly environmental indicator templates, in conjunction with ALEATICA's strategic planning area. In this regard, some discrepancies were identified in the data reported in 2021, specifically in the consumption of water, energy, discharges and GHG, therefore, and using the resource of reinterpretation, we update the data for 2021.

72. Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included.



# Our Approach and Social Strategy

GRI 203-2, 413-1, 413-2



Our commitment to communities is present in our mission and daily operations. As we do every year, in partnership with various organizations and governments, we carry out initiatives and actions that promote improvements in the quality of life of the communities where we operate.

In each Business Unit we develop a **Sustainability Plan**, based on relevant material aspects identified for the stakeholders close to the Business Unit, with whom we are committed to establish a constructive long-term relationship, generating an environment of well-being and development for all.

|                          | Management                                                                 | Frequency  | Relationship channels                             |
|--------------------------|----------------------------------------------------------------------------|------------|---------------------------------------------------|
| <b>Local Communities</b> | Each Business Unit through its materiality and social sustainability plan. | Continuous | Materiality<br>Reporting Channels<br>Social Media |



# Social Investment

GRI 201-1

We prioritize our social investment in those projects and programs whose purpose is to generate better living conditions for people. Our main investment criteria are:

- Attention to relevant issues derived from the Materiality Analysis of each Business Unit.
- Value generation for the business and our stakeholders.
- Mitigation of a social and environmental risk.
- Compliance with and respect for local, social and environmental regulations.

**Our social investment  
2022**

**763,364  
euros,**

an increase of 20%  
compared to 2021.

## Mexico



Proyectos sociales  
**7**

**Project:**

### More nurses for Mexico

**Business Unit:** ALEATICA

**Context:**

Open professional and economic opportunities to women with high academic performance and scarce resources.

**Material topics identified:**

Gender equality and education.

**Strategic allies:**

**Fundación Marillac.**

**Impact:**

Seven undergraduate nursing scholarship students.

**Project:**

### Early childhood education

**Business Unit:** ALEATICA

**Context:**

Guarantee quality education for preschool children through financial support for the continued operation of the Community Child Development Centers (CCDI), as well as to provide teachers at the centers with professional training courses in resource management and learning techniques.

**Material topics identified:**

Education and elimination of inequalities.

**Strategic allies:**

**Save the Children.**

**Impact:**

45 children directly, 65 teachers, 681 mothers, fathers and caregivers and 10 Community Child Development Centers in the State of Mexico (Chimalhuacán, Ecatepec, Naucalpan and Nezahualcóyotl).

**Project:**

### Comprehensive care for babies and children with Down Syndrome

**Business Unit:** ALEATICA

**Context:**

Enable all children to acquire knowledge and develop skills, aptitudes and habits that contribute to their mental and social well-being from an early age up to six years of age.

**Material topics identified:**

Education and elimination of inequalities.

**Strategic allies:**

**Fundación John Langdon Down.**

**Impact:**

85 babies, boys and girls with Down Syndrome from low-income families.

## México



### Project:

## Prevention of Violence Against Women

**Business Unit:** CONMEX

### Context:

Provide training to women in areas with high rates of violence to identify situations of violence and address them quickly through support mechanisms.

### Material topics identified:

Gender violence.

### Strategic allies:

Women's Institute in Ecatepec and Human Rights in Texcoco.

### Impact:

282 women from the municipalities of Ecatepec, Chimalhuacán, Texcoco, Jaltenco and Nextlalpan in the State of Mexico.

### Project:

## Recovery of Public Spaces

**Business Unit:** CONMEX

### Context:

Environmental days for each family, where one or two members helped with the cleaning in front of their homes, collecting solid urban waste and painting the sidewalks.

### Material topics identified:

Right to recreational spaces and a healthy environment.

### Strategic allies:

Citizen participation councils of the State of Mexico.

### Impact:

18,325 people benefited and various sports activities were carried out in Ecatepec and Jaltenco.

### Project:

## Women in Growth Entrepreneurship Network

**Business Unit:** CONMEX

### Context:

Create a network of women entrepreneurs aimed at developing women's economic empowerment and gender equality.

### Material topics identified:

Gender equality, economic development.

### Strategic allies:

*Instituto de Investigaciones en Derechos Humanos y Estudios de Género (IIDHEG, A.C.).*

### Impact:

30 women from the municipality of Ecatepec, in the State of Mexico, who received certification from the State Secretary of Labor to become economically independent, as well as training on the identification of gender-based violence and support for other women.

### Project:

## Community Relations

**Business Unit:** ATAT

### Context:

Support to communities for the improvement of rural roads.

### Material topics identified:

Community outreach, economic development.

### Strategic allies:

Main ejido leaders.

### Impact:

Improvements were made to 64 km of rural roads, 12 km paved, 20 km resurfaced and 34 km of dirt road improvements, improving the movement of approximately 17,000 inhabitants of the communities of Santa Ana Jilotzingo, Transfiguración, San Miguel Hila, Espíritu Santo and San Felipe Pueblo Nuevo in the State of Mexico.

# Social Investment

## Spain



**Project:**  
**Accessibility of Anaga**

**Business Unit:** Tenerife Container Terminal

**Context:**  
Rehabilitation and adaptation of housing, in order to improve the quality of life of elderly people in vulnerable situations, in addition to promoting domestic savings and energy efficiency in the homes of the neighborhood of María Jiménez through the delivery of kits and awareness workshops.

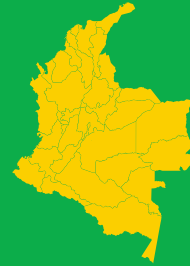
**Material topics identified:**  
Community development and energy efficiency.

**Strategic allies:**  
**Red Cross Spain.**

**Impact:**  
Four houses rehabilitated and 17 people benefited.

Beneficiarios  
**17**

## Colombia



**Project:**  
**Support for Institutional Management Capacity**

**Business Unit:** ARM

**Context:**  
Promote the development of initiatives and/or self-sustainable productive projects over time, training processes that seek to strengthen institutional management, thus contributing to the improvement of the quality of life and the environment of the communities.

*Merca-Emprende*, which seeks to enhance the productive capacities of the region in order to help communities generate their own income and lead the development of their municipalities.

*Emprende tu futuro, Más ideas, Más empresas*, which seeks to support and strengthen entrepreneurs with projects in development.

The *Empréndelo* strategy seeks to strengthen the skills of entrepreneurs for any productive activity, with specialized support to improve business skills and teamwork skills through training sessions.

**Material topics identified:**  
Economic development.

**Strategic allies:**  
**Various strategic allies.**

**Impact:**  
99 entrepreneurs.

Emprendedores  
**99**

## Chile



### Proyectos sociales 2

**Project:**

#### ***Programa de fomento de actividad hortícola***

**Business Unit:** Puente Industrial

**Context:**

Promotion of vegetable production activities in the region in the Boca Sur sector of the commune of San Pedro de la Paz, in the Bío Bío region, through the donation of land as compensation to farmers affected by the expropriation of land.

**Material topics identified:**

Economic development.

**Strategic allies:**

Various strategic allies.

**Impact:**

17 horticulturists in the region benefited from the delivery of 15 plots of land with an area of 44.5 ha.

**Project:**

#### **Promotion of the local culture of Boca Sur**

**Business Unit:** Puente Industrial

**Context:**

Various workshops and artistic interventions, where the local historical memory related to the horticultural activity and the ecosystems present in the territory are recognized.

**Material topics identified:**

Promotion of local culture.

**Strategic allies:**

**Municipality of San Pedro de la Paz, Bío Bío, Chile, and horticulturists.**

**Impact:**

Audiovisual documentary, artistic intervention and delivery of 7,100 copies of the book *"Horticultores de Boca Sur"* distributed to 34 municipalities in communities in the province, 41 educational establishments and 33 libraries.



## Peru



## Proyectos sociales 2

### Project:

## Promotion of productive projects

**Business Unit:** AuNor

### Context:

Support productive projects and encourage the economic development of our communities.

### Material topics identified:

Local economic development.

### Strategic allies:

**Association of Artisans, Producers and Entrepreneurs of Chimbote (AAPECH).**

### Impact:

19 ecological modules delivered for installation in the permanent handicraft fair of the Provincial del Santa municipality.

### Project:

## Cultural Promotion

**Business Unit:** AuNor

### Context:

Promote the culture of the region's cultural heritage.

### Material topics identified:

Cultural promotion.

### Strategic allies:

**Institución Educativa César Vallejo Mendoza de Casma, Institución Educativa N° 80702 María Sandoval Robles Virú.**

### Impact:

Two guided visits to the Chankillo Archaeological Monument (declared a World Heritage Site by UNESCO in 2021) and the Tomabal Castle Archaeological Monument (National Cultural Heritage), with the participation of 158 students and seven teachers from primary schools in the provinces of Casma and Virú.

# Social Investment

**Italia**



**Valoración de usuarios por drogas 530**

**Project:**  
**Road education to users**

**Business Unit:** BreBeMi

**Context:**  
Raising awareness of road safety education

**Strategic allies:**  
**Traffic Police.**

**Material topics identified:**  
Road safety.

**Impact:**  
Communication campaigns to raise awareness of road safety education.  
Renovation of the Pullman Azzurro, a classroom bus that will tour Italy.  
Assessment of 530 individuals for drug and alcohol consumption.



# We Are All Road Safety Education Program



For the fifth consecutive year, we implemented the We Are All Road Safety Education program. The main objective we seek is to contribute to the reduction of road accidents, creating awareness in road culture in the communities, through training in road safety and responsible driving for employees, drivers and communities.

**Material topics identified:**

**Road safety.**

**Business Unit:** AuNor.

**Strategic allies:**

**Road Safety Directorate of the Peruvian Ministry of Transport and Communications (MTC).**

**Impact:**

**Peatón seguro** workshop for students, teachers, parents and drivers in the area of influence of the road network.

**Defensive driving** course for drivers, in particular heavy and light transport.

**Voices for Road Safety** children's contest, which consists of creating songs that raise awareness among drivers and pedestrians about the importance of respecting the signs and rules.

| Trainer | Trainings | No. of people | Type    |
|---------|-----------|---------------|---------|
| Schools | 17        | 1,471         | On-site |
| Drivers | 3         | 325           | On-site |

**Business Unit:** ARM.

**Strategic allies:**

**Transit and Transportation Police and the Colombian National Army.**

**Impact:**

Awareness campaigns on road safety in relation to the development of appropriate behaviors for drivers, the community, and schools in seven municipalities (Puerto Berrio, Yalí, Manco, Vegachí, Remedios, and Cimitarra).

| Business Unit | Trainees        | No. of people | Type    |
|---------------|-----------------|---------------|---------|
| ARM           | Schools/drivers | 5,285         | On-site |

**Business Unit:** AuNorte and VB.

**Strategic allies:** Mexican Red Cross and Food Bank Network (BAMX in Spanish).

**Impact:**

Training in a middle/high school in the CDMX, where students and teachers were made aware of the importance of road safety to reduce road accidents. On the other hand, we trained a group of drivers from the Food Bank Network (BAMX) virtually.

| Trainer | Trainings | No. of people | Type    |
|---------|-----------|---------------|---------|
| Drivers | 2         | 73            | Virtual |
| Schools | 2         | 80            | On-site |

# Corporate Volunteering

Starting in 2022, we began to trigger volunteer actions at ALEATICA on a global level. We carried out three activities with an excellent response from our employees, totaling 343 volunteers and 2,844 volunteer hours.

## ONE ALEATICA Reforestation

On August 20, we carried out the first volunteer activity with the **ONE ALEATICA Reforestation** initiative in three locations near our Business Units. One of them is located in the State of Mexico, in the El Ocotol Ecotourism Park, another one on the Amozoc-Perote highway (km 40+150) in the State of Tlaxcala and another one at the Control Center (CCO) facilities in ARM, Colombia.

Overall, we planted 2,256 trees of different native species of pines, oaks, junipers and fruit species such as oranges, avocados, lemons and tangerines, with the participation of 316 employees from VB, AuNorte, TeleVía, CONMEX, GANA, ARM and Corporate.

In addition, to support the local economy, an area for the sale of local handicrafts was set up at El Ocotol Ecotourism Park, with the participation of 20 artisans from three indigenous Otomí and Mazahua communities in the Santiaguito Maxdá, Santiago Acutzilapan and San Marcos Tlaxalpan areas of the State of Mexico.

## Christmas Campaign

In December 2022, we joined *Fundación CMR's Christmas campaign*, which consists of delivering toys to low-income children so that they can receive a Christmas gift. The most important thing in this campaign is to try to make sure that the children receive exactly the gift they asked for in the letter they wrote themselves.

These letters were sent to ALEATICA's employees in Mexico who volunteered to supply the letters, delivering the toys directly to the foundation's offices. This initiative benefited 151 children between 1-15 years of age in the Juan Diego, San José del Rincón and Mazahua communities in the state of Mexico.

## Food Collection for the Fight against Hunger

In commemoration of World Food Day, we collected 164 kg of food, which was delivered to the Food Bank Network of the State of Mexico, in addition to an economic donation destined for the purchase of approximately 2,500 food packages for people in vulnerable situations.

To deliver this collection, on December 1 we carried out a volunteer activity with the Food Bank of the State of Mexico, where 15 volunteers from VB and AuNorte came to help with the sorting of food at the *Las Elodias* Home for the Elderly, located in the State of Mexico.

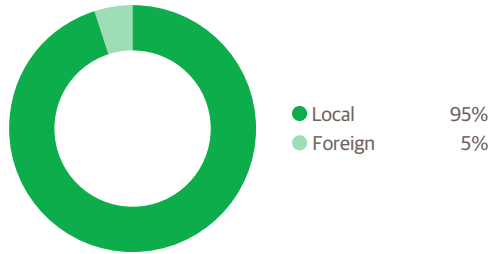


# Supply Chain

GRI 204-1, 2-6

In 2022, we worked with **2,071 suppliers**, **94%** of which were local suppliers.

## Suppliers



At ALEATICA we are committed to apply the highest standards in the management of our operations, so we have several documents that support it:

- Code of Ethics and Conduct.
- Code of Conduct for Suppliers.
- Anti-corruption policy.
- Procurement and Contracting Standard.
- Supplier Approval, Registration and Evaluation Standard.



# Supplier Evaluation

GRI 308-1

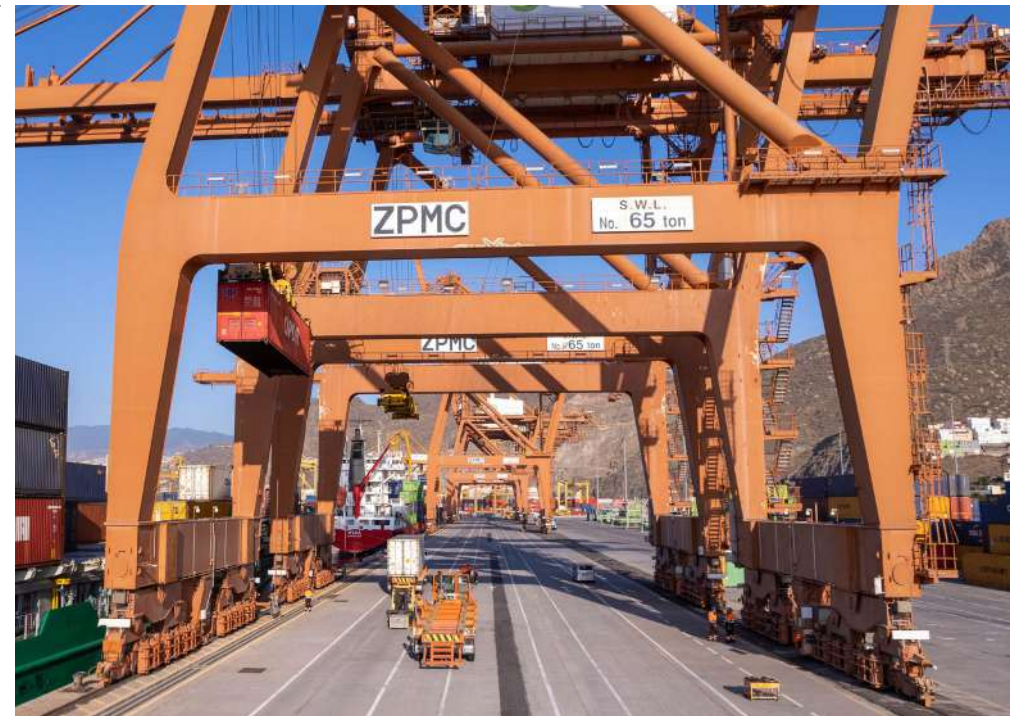
In our **Procurement and Contracting Standard**, we established the guiding principles of the procurement and contracting management process and integrated the **Sustainability Principle<sup>73</sup>** and the **Sustainability Assessment<sup>74</sup>** as a key element to identify social, environmental, compliance and safety risks, with which we visualize the risk levels for these suppliers and define the necessary safeguards to obtain optimal results for our operations.

This assessment should be performed for suppliers that provide services related to:

- Execution of social or environmental projects.
- Major and minor maintenance projects.
- Construction or demolition projects.
- Lessors of major and minor machinery or vehicle fleets.

From the social perspective, in our Human Rights Policy we involve suppliers by indicating that all actions of ALEATICA and the people with whom it has a relationship must keep a scrupulous respect for human rights and civil liberties, included in the Declaration of Human Rights of the United Nations.

No operations of our own or of our suppliers were identified as involving child labor, forced labor or human rights violations.



73. The Sustainability Principles in which we emphasize social, gender equality and environmental criteria are as follows:

- **Principle of Disclosure, Equal Treatment and Non-Discrimination:** requires that the call for bids be made known to the interested parties under the same conditions, providing the same information and received with equal anticipation prior to the day of bid submission. In addition, it requires that the selection be carried out taking into account objective criteria, mainly of a technical (safety processes, accredited experience, execution time) and economic nature.
- **Principle of Confidentiality:** the selection process will take into account criteria of maximum confidentiality. Information provided by companies participating in a selection process may not be disclosed. Likewise, **ALEATICA will not provide Confidential information or information that Includes Personal Data** except when justified and with the previous signature of a Confidentiality Commitment.
- **Sustainability Principle:** Suppliers will be requested to comply with the social –safety and labor– and environmental regulatory commitments required by law, as well as the support of this compliance or monitoring thereof. Additionally, once the participating company is hired, ALEATICA reserves the right to conduct any review, audit or verification of the information requested in this process, in which it may request information and documentary evidence from the supplier to prove and ensure that the company’s actions are aligned with the international sustainability standards to which ALEATICA is committed, and monitor ESG aspects (environmental, social and corporate governance) that allow, gradually, to comply with the indicators related to suppliers and supply chain, avoiding any conduct that, even without violating the law, may harm the reputation of the participating company and, consequently, of ALEATICA.

74. The Environmental Control or Sustainability Managers of the Business Unit or, in corporate terms, by the Global Sustainability and Customer Service Department, who will issue an email confirming whether the supplier is environmentally suitable to carry out the service.



## Supplier Evaluation

ALEATICA reserves the right to conduct any review, audit or verification of the information requested in this process, in which it may request information and documentary evidence from the supplier to prove and ensure that the company's actions are aligned with the international sustainability standards to which ALEATICA is committed, and monitor ESG aspects (environmental, social and corporate governance) that allow, gradually, to comply with the indicators related to suppliers and supply chain, avoiding any conduct that, even without violating the law, may harm the reputation of the participating company and, consequently, of ALEATICA.

With these controls ALEATICA has been able to identify suppliers that do not comply with the legal requirements or established standards, and in their case have not been considered to perform a required activity.

"In 2022, we included Sustainability criteria in the supplier evaluation and evaluated 63 suppliers, of which 59 presented low risk that did not require additional attention and four presented medium risk, which underwent a more in-depth analysis to determine safeguards."

In all the Consolidated Business Units we have a Procurement Controller who is responsible for the supervision and control of the purchasing processes.

We have established different controls in our procurement process for supplies and services to ensure that we work with the best suppliers in the market. These controls include Compliance, Technical and Financial analyses, which are part of our Third-Party Approval process. It is worth mentioning that a Sustainability assessment for services and contracts in our operations that may have an impact in social and environmental terms has been incorporated into the Technical Analysis in 2022. Likewise, we have reinforced the safety analysis we had in place to ensure that supplier activities carried out in our facilities comply with the necessary legal requirements and the appropriate standards to perform these tasks.

Our supplier evaluation can be found in this link: <https://app.smartsheet.com/b/form/7fcfb2c68344c74b1238c2273f575d0>

Currently, the team responsible for procurement directly supervises the execution of contracted works, in addition to carrying out a feedback process with contractors or suppliers. Information on the supplier's performance is recorded in the **Single Register of Suppliers**, through a post-service evaluation that each area performs based on the supplier's performance and its level of compliance with the established requirements.



# Supplier Evaluation

GRI 3-3



Through the Legal Function, the legal requirements are verified in the contracting process. Each purchase is approved in accordance with the approval flow defined in the Delegation of Authorities Policy. Additionally, in accordance with the approved audit plan, the Internal Audit Function reviews the design and execution of the different controls established in the Procurement and Contracting Standard and the Supplier Approval, Registration and Evaluation Standard.

During 2022, six internal audits were conducted: BreBeMi in Italy, Autopista del Norte in Peru, TCT in Spain, CANOPSA in Chile, as well as two more at CONMEX in Mexico.

In order to ensure the continuity of the operation and service to our customers, during 2022, ALEATICA continued to carry out a risk assessment, identifying and classifying among the operational risks those arising from bids, subcontracting and suppliers, construction execution, operation management, labor, environmental, technology and systems risks.

To minimize risk, we have a Code of Ethics and Conduct, which includes topics such as: respect for legality, respect for human rights, equality and non-discrimination, diversity, occupational health and safety, eradication of child and forced labor, privacy of personal data and confidential information, respect for free competition, prevention of money laundering, money laundering and terrorism financing, and environmental protection.

In addition to the submission and signing of ALEATICA's Code of Ethics and Conduct, a commitment to avoid any form of corruption and to scrupulously comply with all applicable anti-bribery and anti-corruption laws, regulations and procedures is included, as well as to follow the recommendations of International Organizations such as the OECD and the United Nations.

To ensure that there are no suppliers with significant risk in the operation, during 2022 we continued to request our suppliers to sign the Responsible Declaration, issued by the Compliance area, where they declare to be within the legal framework and agree to adhere to ALEATICA's Code of Ethics and Conduct and the Anti-Corruption Policy.

Additionally, in 2023, our suppliers will have to sign the Supplier Code of Conduct, which is an extension of ALEATICA's Code of Ethics and Conduct and is intended to establish the guidelines that, at a minimum, are to direct the ethical behavior of suppliers, contractors, service providers, consultants and advisors (hereinafter, Suppliers), in accordance with our values and the laws of each of the countries where we operate, respecting the values of their respective cultures, in the activities carried out with respect to their business relationship with ALEATICA.

ALEATICA assumes the commitment to promote and encourage among its Suppliers, without prejudice to the fulfillment of the contractual conditions, and under the premise of respect for the power of management, the adoption

of practices in accordance with the guidelines included in this Code. Also, ALEATICA will provide the necessary means so that Suppliers know and understand the Code and can assume its compliance.

As part of our commitment to make more sustainable purchases, we were able to set out the purchasing and contracting process concretely and clearly, with a total of **44,828 transactions throughout 2022**, as well as to establish environmental and safety controls that have allowed us to evaluate our suppliers more specifically. With our new Code of Ethics and Conduct for suppliers, we aim to guide the actions of third parties as part of the complete development of our Supply Chain.



# Future Commitments and Goals

1

## Social and Environmental Sustainability Management:

- Develop and implement social and environmental projects and actions under four selection criteria: materiality analysis, risk mitigation, environmental compliance and proactive actions that generate a positive impact to our identified stakeholders.
- Evaluate the social and environmental impact generated by the implementation of projects and actions.
- Participate in ESG evaluations to obtain recognitions, awards and rankings, among others, in order to be a benchmark in best sustainability practices for our stakeholders.
- Establish volunteer actions in all Business Units.

2

## Strategic Mitigation Plan:

- Execute an action plan to implement mitigation measures for Scope 1 and 2 emissions in all Business Units, to achieve the reduction of ALEATICA's carbon footprint and meet the emission reduction percentages by 2030.
- Implement the Carbon Management System for the management and monitoring of ALEATICA's GHG emissions and training with the development of the Learning Network.

3

## Management Systems:

- Improve our internal processes, policies and regulations.
- Implement the SMS's Environmental Management System under ISO 14001:2015.

4

## Sustainable Procurement:

- Strengthen our Sustainability assessment to incorporate key criteria that allow us to continue developing suppliers in this area, optimize and automate the purchasing process to reduce time and be able to meet the needs of internal and external customers in a more agile manner, maintain good communication and awareness of the Supplier Code of Conduct, and serve to continue increasing the capabilities of our supply chain.
- Strengthen controls in the management of Personal Data Protection with our suppliers to ensure proper management in accordance with the law and existing best practices, implement the Critical Supplier Development program for the business and thus be able to establish a medium- and long-term plan and increase the capabilities of our internal team regarding the management of the purchasing process, with emphasis on negotiation skills and optimal contract management.

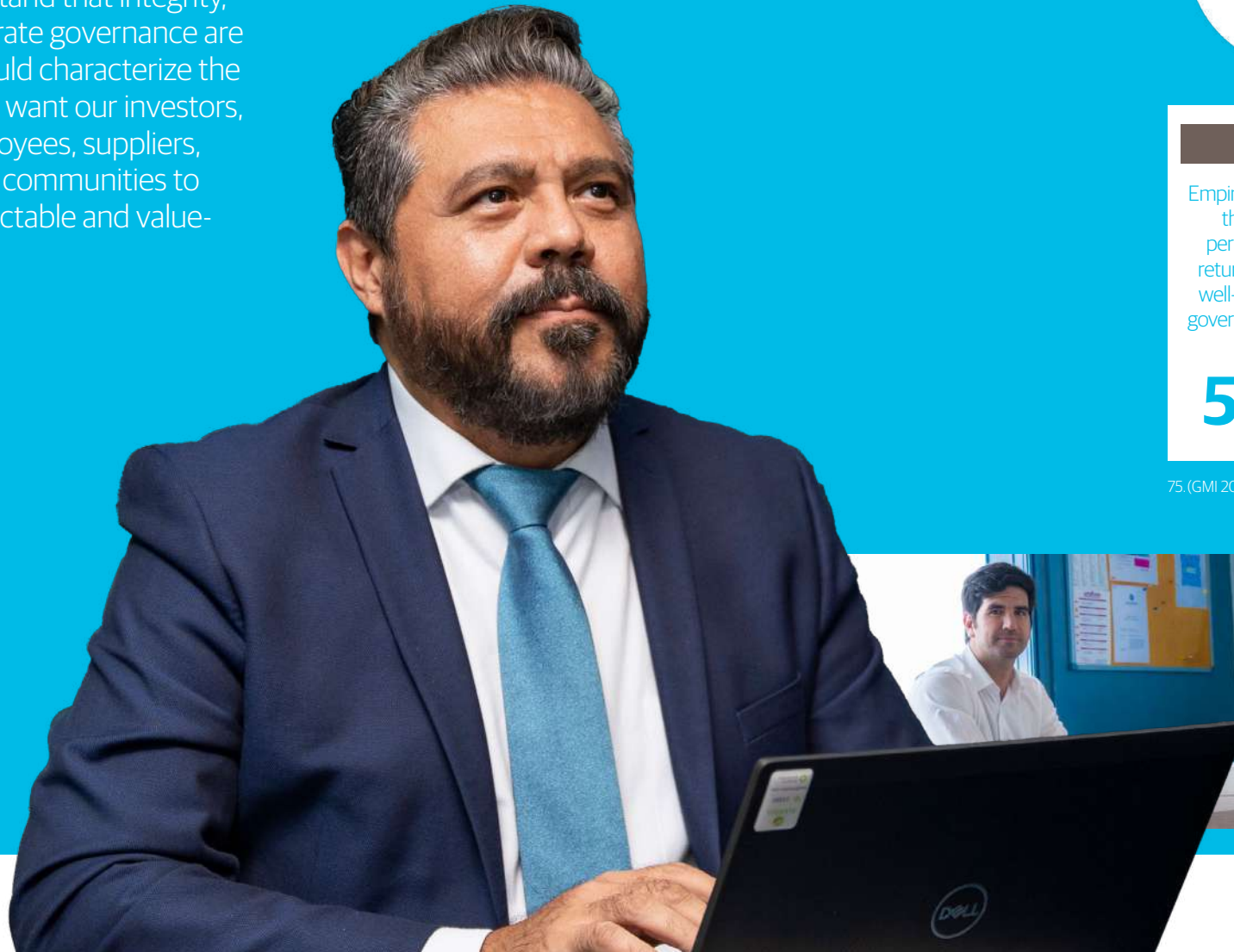


# Corporate integrity

GRI 2, 205, 206, 207, 404, 410, 415

At ALEATICA we understand that integrity, transparency and corporate governance are basic principles that should characterize the way we do business. We want our investors, customers, clients, employees, suppliers, allies, governments, and communities to see us as a reliable, predictable and value-generating partner.

**Antonio Rodríguez**  
Buyer specialist.



## Highlights

Empirical evidence suggests that over a five-year period, the difference in return on equity between well-governed and poorly governed companies can be as high as

**56%<sup>75</sup>.**

75. (GMI 2007).



# Progress and Achievements 2022

## Zero Tolerance to Corruption

Public legal cases related to corruption brought against the organization or its employees:

2022

0

2021: 0

Cases, controversies, misconduct, sanctions, significant incidents or accidents related to ESG:

2022

0

2021: 0

Cases of corruption in which disciplinary measures have been taken:

2022

0

2021: 0

## Conflicts of Interest and Unfair Competition

Reported Conflict of Interest cases:

2022

0

2021: 0

Unfair Competition Cases:

2022

0

2021: 0

Pending or completed legal actions with respect to unfair competition and violations of applicable laws concerning monopolistic and anti-competitive practices in which the organization has been identified as having participated:

2022

0

2021: 0

## Human Rights

Reports related to the violation of human rights, rights of indigenous peoples or non-compliance with laws and regulations in the social or economic spheres:

2022

0

2021: 0

## Internal Audit

In 2022, quality certification was obtained from the Institute of Internal Auditors of Spain, which demonstrates compliance with the International Standards for the Professional Practice of Internal Auditing and the Code of Ethics and Conduct.

## Risk and Opportunity Management

Total de horas en formación en Gestión de Riesgos y Oportunidades:

2022

13,200

## Cybersecurity<sup>76</sup>

Total number of cybersecurity events<sup>77</sup>:

2022

205

Total number of data leaks related to cybersecurity events or incidents:

2022

0

Total number of cybersecurity incidents<sup>78</sup>:

2022

3

100% of the Business Units increased their cybersecurity maturity level or at least maintained

<sup>76</sup>Data associated with cybersecurity incidents reported to the Help Desk of the corporate IT area. Regarding data breach events **not associated with cybersecurity incidents**, please refer to the Personal Data Privacy section. Data is only available from the year 2022 because it was in this year when the measurement of cybersecurity events and incidents was formalized and established through the Systems Help Desk.

<sup>77</sup>A Cybersecurity event is an occurrence identified in the state of an information system, technology infrastructure, or network service, indicating a possible information security breach, policy or controls failure, or a previously unknown situation that may be relevant to cybersecurity.

<sup>78</sup>A Cybersecurity incident is one or a series of unexpected or undesired events that have a significant likelihood of compromising business operations. Incidents reported by Business Units and Corporate to the IT Help Desk of the corporate IT area.

# Progress and Achievements 2022

## Tax Contribution

(million euros)

Own taxes

2022

70 euros

2021: 60 euro

Taxes Collected

2022

100 euros

2021: 88 euros

Total Tax Contribution

2022

170 euros

2021: 148 euros

## I CARE Ethical Channel

Cases reported through the Ethics Channel or directly to the Compliance Department:

Department:

2022

109

2021: 69

## Progress on Our Commitments

● Achieved ● Ongoing

### Commitments 2021

### Progress 2022

#### Corporate Governance

Modernize and adapt the Legal Department to an increasingly complex and large corporate group

●

Creation and implementation of the ESG Committee

●

#### Risk and Opportunity Management

Integrating ESG risks and opportunities

●

Implement the Business Continuity Standard

●

#### Internal Audit

Receive an external review by the Institute of Internal Auditors of Spain with opportunities for improvement to be implemented.

●

#### Compliance

Update and socialize the Code of Ethics and Conduct and the Anti-corruption Policy.

●

Change the Ethical Channel provider

●

#### Human Rights

Conduct a diagnosis of the Human Rights Due Diligence process.

●



# Corporate Governance

GRI 2-9, 2-10, 2-11, 2-12, 2-14, 2-17, 2-24

Our parent company is ALEATICA S.A.U., which is a Spanish company based in Madrid, and holds direct or indirect interests in all the companies of the group. Grupo ALEATICA has subsidiary holding companies from which in turn derive the concessionary companies in the following countries: Spain, Mexico, Colombia, Chile, Peru, Luxembourg and Italy. The legal nature of ALEATICA, S.A.U. is that of a corporation, with a single shareholder.

ALEATICA SAB de CV is the parent company of Grupo ALEATICA in Mexico, listed on the Mexican Stock Exchange and is the direct or indirect holder of the group's interests in the country.

## ALEATICA, S.A.U.

This Board of Directors is composed of **five members** as of December 31, 2022, one of whom is the Chairman, and another is the Chief Executive Officer. The secretary is not a member of the Board.

In turn, four specialized committees have been created within the Council: Human Resources, Audit and Risk (Audit Committee), Environmental, Social and Corporate Governance (ESG Committee<sup>79</sup>) and Safety.

The sole shareholder, *Global Infracor Silver Spain, S.L.*, appoints the directors considering their experience, solvency and professionalism. The Board of Directors is in charge of appointing the positions within the Board itself, i.e., Chairman, Secretary and Chief Executive Officer. It is also the body in charge of appointing the members of the specialized committees.

79. ESG: Environmental, Social and Corporate Governance.

## ALEATICA, S.A.B. de C.V.

This Board of Directors is comprised of **eight members**, six of whom are independent directors and two are women.

“More than half of the composition of the Board of Directors is independent.”

The Council has created three committees:

1. **Audit Committee**, comprised of three independent directors.
2. **Corporate Practices Committee**, comprised of three independent directors.
3. **ESG Committee**, comprised of four independent directors.

The fact that ALEATICA S.A.B. de C.V. is listed on the **Mexican Stock Exchange** brings to the company the **supervision of the National Banking and Securities Commission** and the application of corresponding regulations such as, among others, the Securities Market Law (LMV), the Sole Circular for Issuers and the New Sole Circular for External Auditors. These regulations **guarantee the transparency and integrity** of the financial information that the Mexican group provides to the market.

The **highest governing body is the Board of Directors**, which is made up of **eight directors, six independent and two equity directors**, normally appointed by the Ordinary General

Shareholders' Meeting (art. 24 Securities Market Law-LMV in Spanish). In accordance with the provisions of the LMV, there is an additional alternate director who is not independent.

The **Board of Directors and the Chief Executive Officer** are responsible for the administration of the Company (duties of the Chief Executive Officer art. 44 LMV) within the scope of their respective competencies. The Board of Directors shall appoint a secretary and an alternate secretary who are not members of the Board of Directors and shall also appoint the persons to hold such other positions as may be created for the better performance of their duties.

Shareholders owning shares with voting rights, including limited or restricted voting rights, who individually or jointly hold 10% of the capital stock of the Company, will have the right to appoint and revoke a member of the Board of Directors at a **General Shareholders' Meeting**. Such appointment may only be revoked by the other shareholders when the appointment of all the other directors is revoked, in which case the persons replaced may not be appointed in such capacity during the twelve months following the date of revocation. Once such appointments have been made, the other members of the Board shall be appointed by a simple majority of votes, without counting the votes corresponding to the minority shareholders who have made the aforementioned appointment or appointments (art. 50 LMV).

## Corporate Governance

In accordance with the provisions of the Statutes of ALEATICA S.A.B. de C.V., **the members of the Board of Directors shall remain in office for one year**, and their appointment may be ratified at the Annual Meeting. The directors will continue in office for a period of up to 30 calendar days, even if the one-year term for which they were appointed has ended or if they resign their position, in the absence of the appointment of a substitute or when the substitute does not take office, without being subject to the provisions of Article 154 of the General Law of Mercantile Corporations (*Ley General de Sociedades Mercantiles*, LGSM)

The Board of Directors may appoint provisional directors, without the intervention of the Shareholders' Meeting, in cases in which the term for which they were appointed has expired, the director has resigned or in the event of Article 155 of the LGSM (cases of revocation of the appointment of directors).

The Company's **Shareholders' Meeting** will ratify such appointments or will designate the substitute directors at the Meeting following the occurrence of such event. **The Board of Directors, through the Corporate Practices Committee and the Audit Committee**, as well as through the legal entity that performs the external audit of the Company, will be in charge of supervising the management, operation and execution of the business of the Company and of the legal entities controlled by the Company.

In the selection of purposes, values and strategy, the directors, in the diligent exercise of the functions conferred upon them by the Securities Market Law (LMV) and the Statutes, must act in good faith and in the best interest of the company and the entities it controls (duty of diligence-art. 30 LMV). Likewise, they must maintain confidentiality with respect to the information and matters of which they have knowledge by reason of their position in the company when such information or matters are not of a public nature (duty of loyalty-art. 34 LMV).

The Board of Directors in the performance of its duties abides by the pillars of Grupo ALEATICA: Safety, Sustainability, Service Excellence, Transparency and Corporate Governance and Passion for the Team and complies with the provisions of the Code of Ethics and Conduct and the Anti-Corruption Policy and the rest of the policies and rules approved by Grupo ALEATICA.

### Importance of Corporate Governance

At ALEATICA we understand that integrity, transparency and corporate governance are basic principles that should characterize the way we do business. We want our customers, clients, employees, suppliers, allies, governments and communities to see us as a reliable, predictable and value-generating partner. To this end, we rely on the support and expertise of IFM Investors, our controlling shareholder, who is a signatory to the United Nations Principles for Responsible Investment and constantly monitors our operation.

Our governing bodies are aware of the standards of integrity and transparency that must govern everything we do. These bodies have a direct involvement in decisions that enable the creation of up-to-date Corporate Governance through the approval of corporate policies. The group's internal procedures have been developed so that its governing bodies receive independent information from the Compliance and Internal Audit Departments, which allows them to have an assessment of ALEATICA's compliance status in different aspects of its corporate life.

In Mexico, ALEATICA S. A. B. de C.V. is listed on the Mexican Stock Exchange (BMV) since 2010 and is part of the FTSE4Good index for emerging markets in Latin America. As a publicly traded company it is therefore subject to the transparency rules of the securities markets and requires specific ethics and integrity standards.

"We seek that in ALEATICA our Code of Ethics and Conduct, our policies and procedures generate commitments and responsibilities for each of the daily activities carried out in all Business Units and functional areas of the company, the personnel that compose them and, in all geographies where we operate."

### Transparency Page

During 2022, we continued our commitment to transparency and accountability by making our transparency page available to the public (<https://www.transparencia-aleatica.com.mx/>), which aims to be a reference source accessible to all individuals and organizations that want to know the history, operation and functioning of Viaducto Bicentenario (VB) and Circuito Exterior Mexiquense (CONMEX), two of the most important roads in Mexico for the company.

On this page it is possible to consult physical characteristics, as well as relevant data ranging from the public bidding process to the latest modification of the concession title, financing obtained, main construction, operation, conservation and maintenance actions, as well as the pillars that guide all our actions. In this sense, the Social and Environmental Sustainability projects that contribute to the development of our team, our customers and the communities in which we are present, as well as initiatives to maintain transparency and corporate integrity, can be consulted.

# Corporate Governance

## Structure, Roles and Responsibilities

GRI 2-24, 405-1

Board of Directors ALEATICA, S.A.U.

### Mr. Kenneth Frederick Daley

**NON-INDEPENDENT  
DIRECTOR - CHAIRMAN**

**Seniority in the governing body:**  
As of April 12, 2018

**Significant positions<sup>80</sup>:**  
7 positions as member of Boards of Directors.

**Competencies:**  
Master of Engineering Science (Transport) Monash University.

**Gender:**  
Male

### Mr. Michael John Roy Kulper

**NON-INDEPENDENT  
DIRECTOR - FIRST VICE CHAIRMAN**

**Seniority in the governing body:**  
As of April 12, 2018

**Significant positions<sup>80</sup>:**  
5 positions as member of Boards of Directors

**Competencies:**  
Bachelor of Economics (with Honors), University of Sydney.

**Gender:**  
Male

### Mr. Aaron Wai-Yan Lehane McGovern

**NON-INDEPENDENT  
DIRECTOR - SECOND VICE CHAIRMAN**

**Seniority in the governing body:**  
As of April 12, 2018

**Significant positions<sup>80</sup>:**  
1 position as a member of a Supervisory Committee.

**Competencies:**  
Bachelor of Commerce (with Honors)  
Bachelor of Laws (with Honors) from the University of Melbourne.  
Associate of the Institute of Actuaries of Australia.

**Gender:**  
Male

The counselors involved participates in a direct and active way with all the economic, operatives, legal, environmental, social, security and governance issues of all the society's of ALEATICA group

<sup>80</sup>.Cargos significativos en otras sociedades diferentes a ALEATICA.

# Corporate Governance

## Structure, Roles and Responsibilities

GRI 2-24, 405-1

Board of Directors ALEATICA, S.A.U.

### Mrs. Kittredge Murphy Zuk

**NON-INDEPENDENT  
DIRECTOR - THIRD VICE PRESIDENT**

**Seniority in the governing body:**  
As of October 10, 2018

**Significant positions<sup>80</sup>:**  
No other positions

**Competencies:**  
Bachelor of Arts (Economics and Russian Area Studies) from Washington and Lee University.

**Gender:**  
Female

### Mr. David Antonio Díaz Almazán

**EXECUTIVE DIRECTOR - FOURTH  
VICE PRESIDENT**

**Seniority in the governing body:**  
As of March 3, 2022

**Significant positions<sup>80</sup>:**  
No other positions

**Competencies:**  
Bachelor and master's in business administration and management from ESADE / Polytechnic University of Catalonia.

**Gender:**  
Male

### Mr. Pablo Olivera Massó

**SECRETARY  
NON-DIRECTOR**

**Seniority in the governing body:**  
As of December 4, 2018

**Significant positions<sup>80</sup>:**  
No other positions

**Competencies:**  
Degree in Law from Universidad San Pablo CEU, Madrid.

LLM from Georgetown University.

**Gender:**  
Male



<sup>80</sup>. Cargos significativos en otras sociedades diferentes a ALEATICA.



# Corporate Governance

Currently, all the members of the Board of Directors of ALEATICA, S.A.U., are active members of one of the support committees. The Directors involved are actively and directly involved with all economic, operational, legal, environmental, social, safety and governance issues of all Grupo ALEATICA companies. In addition, they hold regular meetings to follow up on the evolution of all these issues and possible improvements that can be made in these areas.



## Audit and Risk Committee

President:  
**Aaron McGovern**

Member of the Committee:  
**Kitt Zuk**

Secretary:  
**Pablo Olivera**

## ESG Committee

President:  
**David Díaz**

Member of the Committee:  
**Kitt Zuk**

Observers:  
**Vanessa Silveyra; Marco Padilla; Diego de Lapuerta**

Secretary:  
**Cristina Santos**

## Human Resources Committee

President:  
**Kenneth Daley**

Member of the Committee:  
**Michael Kulper**

Secretary:  
**David Díaz**

## Safety Steering Committee (Safety)

President:  
**David Díaz**

Member of the Committee:  
**Kitt Zuk and Kenneth Daley**

Observers:  
**Rick Fedder; James Hodson; Vanessa Silveyra; Diego Lapuerta; Fernando Sotos; Itzel Meyenberg; Rubén Aranda**

Secretary:  
**Álvaro Serrano**



With regard to performance evaluation, there are no mechanisms to evaluate the performance of the highest governance body with respect to management, given its small size. The remuneration of the Board of Directors is subject to the laws of the Kingdom of Spain. Consequently, each year the general meeting of the company must approve a maximum remuneration for directors, in particular for executive directors. In the Board of Directors of ALEATICA, S.A.U. only the executive director receives remuneration.

# Corporate Governance

## S.A.B. and S.A.U. ESG Committee

GRI 2-16

Since 2021, in ALEATICA S.A.B., a subsidiary of ALEATICA, S.A.U. and parent company of the group, as well as ALEATICA, S.A.U., ESG Committees were created, which are aimed at ALEATICA's long-term commitment to adding value for our shareholders, recognizing the need for performance to be consistent with our objectives and responsible actions in Environmental, Social and Corporate Governance matters.

The main objective of these ESG Committees is to establish an operational process to facilitate the achievement of the company's ESG objectives and goals, as well as to comply with the Sustainable Development Goals (SDGs) of the 2030 Agenda, which we have adopted in our company.

## Responsibilities of the ESG Committees of ALEATICA S.A.B. and S.A.U.

- Establishing, agreeing and reviewing the company's ESG strategies, ensuring that they are implemented and remain an integral part of the overall strategy, and also making sure that that social, environmental and economic activities are aligned.
- Promoting dialogue with the company's various stakeholders to understand their expectations and learn about their knowledge of ESG issues.
- Ensuring that the company recognizes the impact of its activities, and how they affect its shareholders, customers, employees, suppliers and the community in general, and that such activities are carried out in a responsible manner, within its operations and its business growth and development plans.
- Reviewing social and environmental impacts, as well as potential ESG-related climate change and human rights risks to the business and making decisions that will shape the operation and communities.
- Keeping the Board up to date and fully informed of strategic issues and business changes that may affect the company and the market in which it operates.
- Developing and supporting the necessary activities to translate ESG policies into an effective plan for implementation and agree on a program of specific ESG activities supported by appropriate targets and key performance indicators.
- Supervising compliance with ESG policies in the Company and review the results with respect to the agreed objectives.

In 2022, in accordance with the provisions of the Bylaws of the S.A.B. and S.A.U. ESG Committees, two ordinary sessions of both committees were held, the first on May 3 and 5, respectively, and the second session on October 10 for the ESG S.A.B. Committee and November 10 for the ESG S.A.U. Committee. As a follow-up to the Reporting Plan, we reported on the progress and results of Major Projects, Mitigation and Adaptation Strategy, Human Rights Diagnosis, Biodiversity Diagnosis, Compliance Program for Social and Environmental Projects and Actions, and the Environmental Compliance Process, as well as the relevant topics of the Sustainability strategy and strategies on ESG issues.

In addition to the ESG Committees, the Global Sustainability and Customer Service Department is strategically structured, with the management and an Environmental and Social Sustainability specialist, supported by a Sustainability or Environmental representative in each Business Unit, who periodically reports the performance of the sustainability strategy to the Management of each country, each region and at a global level.

The commitment acquired by each and every one of ALEATICA's Functional Divisions, as well as the Steering Committee and the Business Unit Divisions, is of vital importance for the execution of the strategies and the operational continuity of the projects. For this reason, we believe it is essential to mention all the Management Departments that are involved through their leadership and action to implement Sustainability in a transversal and permanent way, which makes us move towards a more sustainable future.

# Corporate Governance

## Subsidiaries

With regard to subsidiaries, the internal standard **DAJ-NORM-01 STANDARD FOR THE COMPOSITION AND OPERATION OF THE MANAGEMENT BODIES**, applicable throughout the group, is to provide homogeneous criteria for determining the structure of the management bodies of subsidiaries and investee companies and the designation of their representatives in these governing bodies.

As a general rule, these subsidiaries must have a Board of Directors as the highest administrative body. The composition and structure of the Board of Directors shall be proposed by the CEO of ALEATICA S.A.U. to the Board of Directors. For the Mexican subsidiaries, this decision to appoint Directors is made by the Board of Directors of ALEATICA S.A.B. The CEO shall preferably include in their proposal the following representatives (depending on the number of directors to be appointed by ALEATICA):

- The CEO of Grupo ALEATICA, shall they decide to join.
- The Regional Director.

- The Global Chief Financial Officer or a Corporate Chief Financial Officer.
- Other directors with technical or business knowledge of the company's activity, e.g., Directors/Managers of other Business Units, Technical, Operations or Human Resources Directors.

In the event that the administrative body is a Board of Directors, as far as possible, an attorney from the Group's Legal Department is appointed as secretary.





# Regulatory Assessment and Compliance

GRI 2-27

“All of our construction and commissioning of infrastructure projects must have a series of municipal, state and federal permits.”

## Construction

- Environmental licenses
- Urban planning licenses
- Acquisition of the right of way (expropriations)

## Operation

- Compliance with the management quality indicators established in the concession title
- Compliance with regulations on public communication routes
- Periodic renewal of the licenses and permits associated with the highway.
- Due diligence to respect the rights of drivers.

To supervise compliance with these permits, we hire **external consultants**. In addition, we assign a responsible person within the company to supervise that the hired consultants comply in a timely manner with the management, maintenance and renewal of the permits. We include in the contracts, **as a compliance requirement, the adherence to the standards of the International Finance Corporation (IFC)**.

We conduct **additional periodic compliance audits** to ensure that activities and documents are in compliance with the guidelines and specifications indicated in the operating permits.

To ensure regulatory compliance, all documents prepared for legal compliance are **monitored by the company's legal department**, which permanently assists the different departments.





# Internal Audit

GRI 2-27

**Internal Audit carries out its activities in accordance with the mission, organization, functions, competencies and responsibilities established in the Internal Audit Statute, approved by the Board of Directors. In our operation we are governed by the provisions of the International Framework for the Professional Practice of Internal Audit, issued by the Global Institute of Internal Auditors.**

We provide assurance and consulting services in an independent and objective manner, and our mission is to add value and improve ALEATICA's operations by assisting in the improvement of governance, risk management and internal control processes. To this end, we carry out the work specified in the annual plans approved by the Audit and Risk Committee. These plans are global in scope, covering all of ALEATICA's processes, business areas and geographies. These plans are focused on the risks identified by ALEATICA, and their scope mainly includes the following aspects:

- Financial and operational processes.
- Information Technology and Cybersecurity Processes.
- Regulatory compliance.

**We report hierarchically and functionally to the Audit and Risk Committee**, in order to guarantee our independence and the development of our assigned functions. We report our activity to this Committee on a quarterly basis, including the following issues:

- Compliance with the Audit Plan.
- Results of the reviews carried out, identifying risks, incidents and areas for improvement of the processes analyzed.
- Degree of implementation of the recommendations issued to resolve the incidents and aspects for improvement identified.



**In 2022 we have undergone an external quality assessment at Global level by the Institute of Internal Auditors of Spain.** In this review, they have evaluated our policies and procedures, the reports and working papers for a sample of projects and have conducted surveys and interviews with members of the Audit and Risk Committee, Executive Committee, other Functional and Business Managers and members of the Internal Audit team. As a result, **we have obtained quality certification from the Institute of Internal Auditors, which demonstrates the commitment of the Internal Audit Activity to comply with the**

**International Standards for the Professional Practice of Internal Auditing and the Code of Ethics issued by the Global Institute of Internal Auditing**, as well as to continuously improve our performance in terms of quality, professionalism and the use of best practices.

During 2023 we will develop action plans to implement the recommendations received in the aforementioned external evaluation, continuing with the focus on quality assurance and continuous improvement.

# Risk and Opportunity Management

GRI 2-12, 2-13, 2-25

The world is currently facing serious environmental and social challenges such as climate change, deforestation, water unavailability, pollution, human rights violations and even actions contrary to the development of communities, which, if not properly addressed, could trigger risks for society and the company.

In addition, ALEATICA is exposed to a wide range of risks inherent to the operations and countries in which we are located, which could affect our performance and hinder or prevent us from achieving our objectives. Within this context, Risk Management plays a crucial role in our organization, as it allows us to manage risks and opportunities effectively, that is, to correctly manage uncertainty in all our activities and projects so that undesirable effects (risks) are prevented or reduced and desirable effects (opportunities) are enhanced or increased, thus contributing to the achievement of planned results.

“Risk Management is an institutional process present in every Business Unit and in every corporate function.”



**Rafael Moreno Cela**  
Executive Director of Management Control,  
Planning and Control.

**Joaquin Gago de Pedro**  
General Director of Europe.

# Risk and Opportunity Management

## Risk and Opportunity Management System

GRI 2-16

### Risk and Opportunity Monitoring and Tracking

Risk Management at ALEATICA is an institutional process driven by the **Board of Directors** and supervised by it through its **Audit Committee**, and supported by **Senior Management**, forming part of the corporate culture through the corporate integrity pillar.

Based on the active management of risks at all levels of the organization, it is intended for it to be integrated and applied in all activities and projects developed by ALEATICA, serving as a basis for the decision-making process.

ALEATICA has a **Risk Management policy and standard approved by the Board of Directors**, which has undergone subsequent updates. These documents establish the global principles, guidelines and methodology for consistently identifying, evaluating, answering, supervising and reporting the most significant risks to which each Business Unit is exposed in the course of its operations. Similarly, they define the roles and responsibilities of all participants within this Risk Management framework, as well as the reporting mechanisms.

### Governance

Risk management at ALEATICA is a continuous improvement process that allows us to adapt and respond better to business challenges and changes. The Business Units and corporate functions, in close collaboration with Risk Management, are responsible for identifying and assessing risks, defining controls, developing additional mitigation plans and monitoring and reporting on the progress of their implementation.

In addition, there is an **Executive Risk Committee**, headed by the **Executive Director of Compliance and Risk & Compliance**, and comprised of members of the Steering Committee, which reviews the organization's main risks and the actions to mitigate them.

ALEATICA's executive management, combined with the functions of the Board and its Committees, provides adequate leadership to ensure effective risk supervision.

### Risk Culture

To promote proper risk management throughout ALEATICA, **we provide education and training (face-to-face and digital) at all levels of the organization**, including new hires, with the aim of informing about our approach, standards, methodology and the role it plays each of them within risk management.

During FY2022, ALEATICA provided risk management and business continuity training through classroom courses and our corporate training tool. Specifically, the trained employees have been:

- Risk management: 39 employees in classroom courses (2,340 hours) and 58 employees through the corporate training application (3,480 hours).
- Business continuity: 123 employees through the corporate training application (7,380 hours).

In addition, internal communication channels are used, including e-mails and fixed screens to disseminate messages related to risk management, as well as a fixed section in the monthly newsletter One ALEATICA, which is distributed to all employees worldwide. **Specifically, in 2022, six articles on risk management were disseminated in our internal ALEATICA magazine and three knowledge pills on ESG risks.**

# Risk and Opportunity Management

## Risk and Opportunity Management Process

Through our Integrated Risk Management framework, the company identifies, assesses, controls, monitors and reports on an ongoing basis the full spectrum of strategic, financial, operational and compliance risks and opportunities to which the organization is exposed:

### Identification

Risks are identified by the owners in each of the Business Units and functional areas. To support identification, **we have a risk taxonomy (universe)** that is updated periodically and reflects the potential risks to which the organization is subject. **This universe includes ESG risks such as environmental, human rights, social, corruption, among others.** Climate change risks are also included, in line with the categorization suggested by the **TCFD (Task Force on Climate-related Financial Disclosure)**.

All risks are classified based on the categories defined in the risk taxonomy in order to analyze their exposure, as well as their interaction with other risks and not only individually.

### Evaluation

Risks are evaluated according to the criteria of impact and probability of occurrence. The evaluation considers three assessments, one **inherent**, prior to the adoption of controls to mitigate the risk, another **residual**, after the adoption of current controls, and an **objective**, after the implementation of future mitigation actions.

### Response

Regarding risks, **Business and Functional Units define control activities and mitigation plans** for each identified risk, which are documented and monitored on an ongoing basis.

It is important to consider that, although we focus our efforts on mitigating risks, some of them are beyond our control, for example, changes in regulations, political, economic or social conditions, volatility of exchange rates, etc. However, these risks are identified, evaluated and monitored on a regular basis.

Each risk is assigned a person in charge who must ensure its correct management, as well as the adequate implementation of mitigation plans.

### Monitoring and reporting

Periodically, **Risk Management together with the Business and Functional Units monitor the progress of the mitigation plans**, as well as the risk behavior. The most significant risks and material changes **are communicated and reviewed by Senior Management and presented and discussed in the Committees and/or Boards of each Business Unit**, as well as in the ESG Committee.

Additionally, **the main executives of the organization and the Business Units certify on a quarterly basis** the knowledge of their risks and the mitigation measures (under their scope of responsibility) that support the control or reduction of their risk exposure.



# Risk and Opportunity Management

## Continuous Improvement of Risk and Opportunity Management System

We continue to evolve our risk management processes to support the organization's objectives and strategy:

- During 2022, we continued with the process of **training** our employees in risk management. In addition, all functional directors and managers were trained in business continuity.
- **Opportunity** management is included in the risk management framework in a more consolidated manner, proceeding with its identification, evaluation, treatment, monitoring and reporting. For this purpose, the opportunities were included in the technological tool used by ALEATICA, specific evaluation criteria were defined and the manuals and our Risk Management Standard were updated to reflect this new reality.
- In addition, and during 2022, significant progress was made in integrating **ESG risks and opportunities** (those risks related to environmental, social and governance factors) into our Risk Management framework.

- In 2022, a support manual and tool were developed to facilitate risk owners in identifying and assessing **physical risks associated with climate change and transitional risks** to ensure that these events are considered by ALEATICA and consequently visualized in the decision-making process.
- In addition, efforts continue in our companies to comply with the **Business Continuity Management Standard** approved by the Board in 2020 in order to design actions to maintain continuity of operations and manage crises resulting from an interruption.

During 2022, we accomplished an important advanced in the integration or risks and opportunities of ESG (those risks related with environmental, social and governance) in our frame of risk management.



# Risk and Opportunity Management

## Main Risks

Nuestra organización se enfrenta a riesgos e incertidumbres. A continuación, se describen algunos de los riesgos que consideramos más importantes en este momento para el negocio y para nuestro desempeño, aunque en el futuro podrían surgir otros riesgos que hoy no conocemos o riesgos que hoy no son materiales y podrían tener un impacto en nuestras finanzas y desempeño; esta lista no pretende ser exhaustiva:

| Risk                        | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Mitigation measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sociopolitical</b>       | Political and social events as well as changes in regulation that may occur in some of the countries where we operate could adversely affect our business, financial model, results of operations and projections.                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>• Continuous monitoring of regulatory and legislative processes that may affect our activities, analyzing regulatory changes, preparing the corresponding action plans and implementing the appropriate legal safeguards.</li> <li>• Monitoring of changes in the political environment in order to analyze the possible implications and actions to be implemented.</li> </ul>                                                                                   |
| <b>Insecure environment</b> | In recent years, insecurity in some countries where we operate has experienced a period of increasing crime. This situation could worsen and negatively affect vehicle traffic on the highways, as the perception of insecurity around our infrastructure could generate a change in routes (use of alternate routes) and thus a reduction in traffic, affecting our business and financial results. Likewise, toll evasion has experienced significant growth throughout 2022. | <ul style="list-style-type: none"> <li>• Increased presence and coordination with local and federal authorities.</li> <li>• Surveillance equipment along the infrastructure.</li> <li>• Camera systems along the roads.</li> <li>• Implementing measures to prevent toll evasion (e.g., tire killers and retractable barriers).</li> </ul>                                                                                                                                                               |
| <b>Cyberattacks</b>         | ALEATICA's business depends to a large extent on the proper functioning of the cybersecurity controls implemented in the information technology and automated systems in place to administer and manage operations. Since these systems are critical to our business, any significant disruption to our systems or theft of information can affect our financial condition, disrupt operations or damage our reputation.                                                        | <ul style="list-style-type: none"> <li>• Cybersecurity Framework in all Business Units in order to reduce data theft or unauthorized access to the company's systems.</li> <li>• Global cybersecurity awareness program.</li> <li>• Strengthening of the cybersecurity program.</li> <li>• Cybersecurity incident management process training, including an annual knowledge certification.</li> <li>• Social engineering testing.</li> <li>• Annual cybersecurity maturity level assessment.</li> </ul> |

# Risk and Opportunity Management

| Risk                     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Mitigation measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Natural Disasters</b> | Some regions and countries where we operate experience torrential rains, floods, strong winds and earthquakes. Natural disasters could disrupt our operations, damage our infrastructure and adversely affect our operating results and financial conditions.                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Insurance policies to safeguard our assets.</li> <li>• Design and implementation of business continuity plans.</li> <li>• Disaster Recovery Center and Disaster Recovery Plan.</li> <li>• Training and drills.</li> </ul>                                                                                                                                                                                                                                              |
| <b>Health and Safety</b> | The nature of our activities may cause injuries to our personnel and contractors. Workplace accidents within our concessions could have legal and regulatory consequences in addition to causing reputational damage.                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>• Safety Management System.</li> <li>• Job Hazard Assessments.</li> <li>• PRL training.</li> <li>• Accident Reduction Program (PRA).</li> <li>• Implementation of the Near-Miss program for all Business Units.</li> <li>• Stop cards.</li> <li>• Implementation of document control software for contractors and access control.</li> <li>• Improvement of employee vehicles.</li> <li>• Crash cushion trucks.</li> </ul>                                               |
| <b>Ethics and Fraud</b>  | Given the large number of relationships and stakeholders in the different countries in which we operate, we are exposed to the risk that our companies, employees, managers, suppliers, partners, etc., may be involved in violations of the Code of Ethics (e.g., acts of corruption). Failure to comply with the laws and regulations that apply to us could result in fines and penalties affecting our reputation, business continuity and results of operations. | <ul style="list-style-type: none"> <li>• We have a Code of Ethics signed and accepted by all employees.</li> <li>• We have developed an Anti-Corruption Policy, as well as different rules governing ethical behavior inside and outside the organization (e.g., procurement, due diligence, gifts, hospitality and entertainment, conflicts of interest, interaction with public officials, etc.).</li> <li>• Mandatory Compliance awareness through mandatory training and regular communications.</li> </ul> |
| <b>Legal Proceedings</b> | ALEATICA's operations have been and may continue to be subject to legal proceedings, the resolution of which could have an adverse effect on our business, financial condition and reputation.                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>• Analysis of possible means of dispute resolution (conciliation, arbitration or legal proceedings).</li> <li>• Follow-up and management of open litigation against ALEATICA.</li> </ul>                                                                                                                                                                                                                                                                                 |

# Risk and Opportunity Management

| Risk                                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Mitigation measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Infectious Diseases</b>                     | The pandemic caused by SARS-CoV-2 (COVID-19) has had and could continue to have an impact in terms of vehicle traffic on the highways and its consequent negative impact in terms of revenue, as well as administrative and operational management.                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Analysis of scenarios considering the impact of COVID-19 on traffic.</li> <li>• Design and implementation of continuity plans for the different contingency phases (actions and measures to combat COVID-19 in order to protect the health of our employees and third parties).</li> <li>• Internal communications and safety training courses to deal with the health crisis situation.</li> <li>• Implementation of on-site and in-home COVID testing strategies to ensure business continuity and safeguard staff integrity.</li> <li>• Hybrid working model.</li> </ul> |
| <b>Environmental and Social Sustainability</b> | <p>ALEATICA's operational continuity is mainly subject to the link existing between the company and the communities where we operate, as well as our commitment to protecting the environment.</p> <p>Our culture of social and environmental sustainability favors ALEATICA's contribution to benefit society and the environment, while at the same time having a positive effect on the sustainability of the business.</p>                                                                                                 | <ul style="list-style-type: none"> <li>• Materiality Analysis and social intelligence studies.</li> <li>• Implementation of action plans with the relevant issues.</li> <li>• Monitoring the implementation of social and environmental action plans.</li> <li>• Execution of social and environmental projects and actions in compliance with the four implementation criteria in accordance with the sustainability standard.</li> </ul>                                                                                                                                                                           |
| <b>Climate Change</b>                          | <p>Climate change brings with it threats with increased coastal, pluvial and river landslides, heat waves, droughts, extreme temperatures and fires.</p> <p>Climate change could damage our infrastructure, disrupt our operations, increase maintenance costs, and cause risks to the physical integrity and health of our employees.</p> <p>Likewise, the transition to a low-carbon economy would have other risk factors associated with it that must be managed. Mainly, public policies, technology, and the market.</p> | <ul style="list-style-type: none"> <li>• Diagnosis of adaptation climate change as a case study in one of the Groups Business Units.</li> <li>• Developing the carbon emissions mitigation strategy for all Business Units.</li> <li>• Handbook for identifying and assessing physical and transitional risks associated with climate change.</li> </ul>                                                                                                                                                                                                                                                             |
| <b>Financial</b>                               | <p>We are exposed to various financial risks, including interest rate, foreign exchange rate, liquidity, among others.</p> <p>We have fixed financial obligations, the failure to meet which could impact our liquidity, affecting our business, financial condition and results of operations.</p>                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>• Mitigation measures are described in the Consolidated Annual Statements (see the financial risks section of the 2022 Annual Report).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                             |





# Cybersecurity

GRI 2-12, 2-13, 2-25

ALEATICA recognizes that information is one of the essential resources to fulfill the supervisory activities assigned to it by the legal provisions and, therefore, is committed to its due protection and that of those related IT resources. To respond to this challenge, the Corporate IT Department designed a global cybersecurity strategy through the development of a Cybersecurity Framework based on the NIST-CSF (National Institute of Standards and Technology Cybersecurity Framework), which is a methodology with a focus on reducing the risk associated with cybersecurity threats that could compromise data security and the continuity of our operations that rely on information systems and technology.

The Cybersecurity Framework is composed of a hierarchically organized core that is developed in Functions. These aim to organize core activities at the highest level to enable cybersecurity risk to be reduced to acceptable levels.

## Identify:

understanding of the organization to manage cybersecurity risk to systems, people, assets, data and capabilities.

## Protect:

appropriate safeguards to ensure delivery of critical services.

## Detect:

appropriate activities to identify the occurrence of a cybersecurity event.

## Respond:

appropriate activities to act on a detected cybersecurity incident..

## Recover:

appropriate activities to maintain plans for resilience and to restore systems.

# Cybersecurity

- **100% compliance** for the corporate IT areas (Corporate IT Management and ALEATICA Labs) of the **Annual Plan of specialized courses in Cybersecurity and Information Technology Best Practices**, which is managed by the Human Resources area.
- **Cybersecurity Certification Course successfully completed by 83% of the non-operational administrative employees** in the Business Units and in the Corporate Department, this being the first time this course has been conducted.
  - A total of **921 employees** were certified.
  - A total of **14,736 training hours** were used.
- **Two Social Engineering Tests** with success rates of 88% and 98% where employees have been made more attentive to malicious emails.
- Awareness campaigns: five.
- Cybersecurity Webinars: five.
  - Total number of On-Line participants: 521.
  - Total number of participants Off-Line (Vanglar app): 1,203.
- **100% of the Business Units increased their cybersecurity maturity level or at least maintained it.**

| Indicator                                                                                                                 | 2022 <sup>81</sup> |
|---------------------------------------------------------------------------------------------------------------------------|--------------------|
| Total number of cybersecurity events <sup>82</sup>                                                                        | 205                |
| Total number of cybersecurity incidents <sup>83</sup>                                                                     | 3                  |
| Total number of data breaches (*)                                                                                         | 0                  |
| Total number of customers and employees affected by the company's data breach (*)                                         | 0                  |
| Total amount of fines/sanctions paid in connection with information security breaches or other cybersecurity incident (*) | \$0.0              |

(\*) Data associated with cybersecurity incidents reported to the Help Desk of the corporate IT area. Regarding data breach events **not associated with cybersecurity incidents**, please refer to the Personal Data Privacy section.

81. Data is only available from the year 2022 because it was in this year when the measurement of cybersecurity events and incidents was formalized and established through the Systems Help Desk.

82. A Cybersecurity event is an occurrence identified in the state of a system, network service, indicating a possible information security breach, policy or controls failure, or a previously unknown situation that may be relevant to cybersecurity.

83. A Cybersecurity incident is one or a series of unexpected or undesired events that have a significant likelihood of compromising business operations. Incidents reported by Business Units and Corporate to the IT Help Desk of the corporate IT area.

## The following are the three cybersecurity incidents that occurred during 2022:

● Low ● High

| # | País  | Fecha del Incidente | Unidad / Sociedad afectada | Tipo de Incidente                      | Detalle del Incidente                                                                                 | Impacto | Afectó datos personales | Remediado |
|---|-------|---------------------|----------------------------|----------------------------------------|-------------------------------------------------------------------------------------------------------|---------|-------------------------|-----------|
| 1 | Spain | March 10            | ALABS                      | Ransomware                             | Impact on the development/testing environment (system)                                                | ●       | No                      | Yes       |
| 2 | Italy | May 20              | Argentea                   | Network unavailability (weather event) | Affected printing functions, network connection, domain failure.                                      | ●       | No                      | Yes       |
| 3 | Spain | July 14             | ALEATICA SAU               | Network unavailability                 | Affected Torre Cristal's internet service due to a malpractice of the internet provider's technician. | ●       | No                      | Yes       |

# Zero Tolerance to Corruption

GRI 3-3, 205-1, 205-2, 205-3

“At ALEATICA we act in accordance with our Anti-Corruption Policy, which reflects our adamant position of zero tolerance to any form or modality of corruption, inside and outside our company, in all our operations and with any party with whom we interact, whether public or private.”

During the year 2022, the Compliance Department updated the **Anti-Corruption Policy** and gave a course to all employees to inform them of the changes made, as well as to emphasize the most relevant aspects of the document. The course included case studies to facilitate the participation and understanding of the employees.

We have also continued with our anti-corruption communication and awareness-raising efforts, issuing periodic communications through company newsletters and e-mails.

## Total number of employees who received specific training on the Code of Ethics and Conduct and the Anticorruption Policy

EUROPE

2022

**327**

2021: 235

LATAM

2022

**2,090**

2021: 844

Total ALEATICA

2022

**2,417**

2021: 1,079

## Anti-corruption indicators

% of employees trained or informed about anti-corruption procedures

2022

**100%**

2021: 100% of those with a computer

Total number of employees of the highest governance body who received training in anti-corruption.

2022

**8**

2021: 5

Total number of corruption cases in which disciplinary measures have been taken

2022

**0**

2021: 0

# Zero Tolerance to Corruption

All ALEATICA Directors and Executives annually sign an anti-corruption certification stating that they have complied with all applicable laws regarding bribery and corruption, have not offered or given any bribe and have not made any offer or given any payment, good, service, prize, entertainment or anything of value corruptly to any person, including public officials.

In addition, ALEATICA has a Crime Prevention Model (*Modelo de Prevención de Delitos, MPD*) in each of the countries where it operates, which identifies the criminal risks to which the company is exposed due to the activity it undertakes, based on its organizational structure and the legislation of each country. These risks are evaluated in terms of impact and probability. Based on the results, the controls that mitigate the probability of materialization of each criminal risk are identified. These internal controls are documented according to their characteristics, including responsible management, execution frequency, description of the activity and evidence that support such control. The MPDs are updated according to the legal and organizational changes that occur.

During fiscal year 2022, ALEATICA has reviewed, with the collaboration of criminal experts, the MPD of Spain and Mexico, resulting from this project the implementation of improvements in both models to strengthen the coverage of these against criminal risks in accordance with the local legislation of each country.

All third parties with whom we work sign a responsible declaration on, among other things, anti-corruption issues, which also includes a link to the ALEATICA's Code of Ethics and Conduct and the Anti-Corruption Policy. In addition, specific anti-corruption clauses are also included in all contracts. Furthermore, based on the risk assessment analysis for each of them, a decision is made as to whether they should participate in specific anti-corruption training. The following table shows the type of business partners to whom we have communicated ALEATICA's anti-corruption policies and procedures.

"In 2022, 779 third parties were assessed for corruption-related risks."

## Types of business partners

Agent or intermediary  
2022

1

2021: 34

Customer  
2022

8

2021: 16

Donor / sponsored / recipient of social action and patronage  
2022

6

2021: 5

Supplier  
2022

764

2021: 989

Partner  
2022

0

2021: 1

Total  
2022

779

2021: 1,045



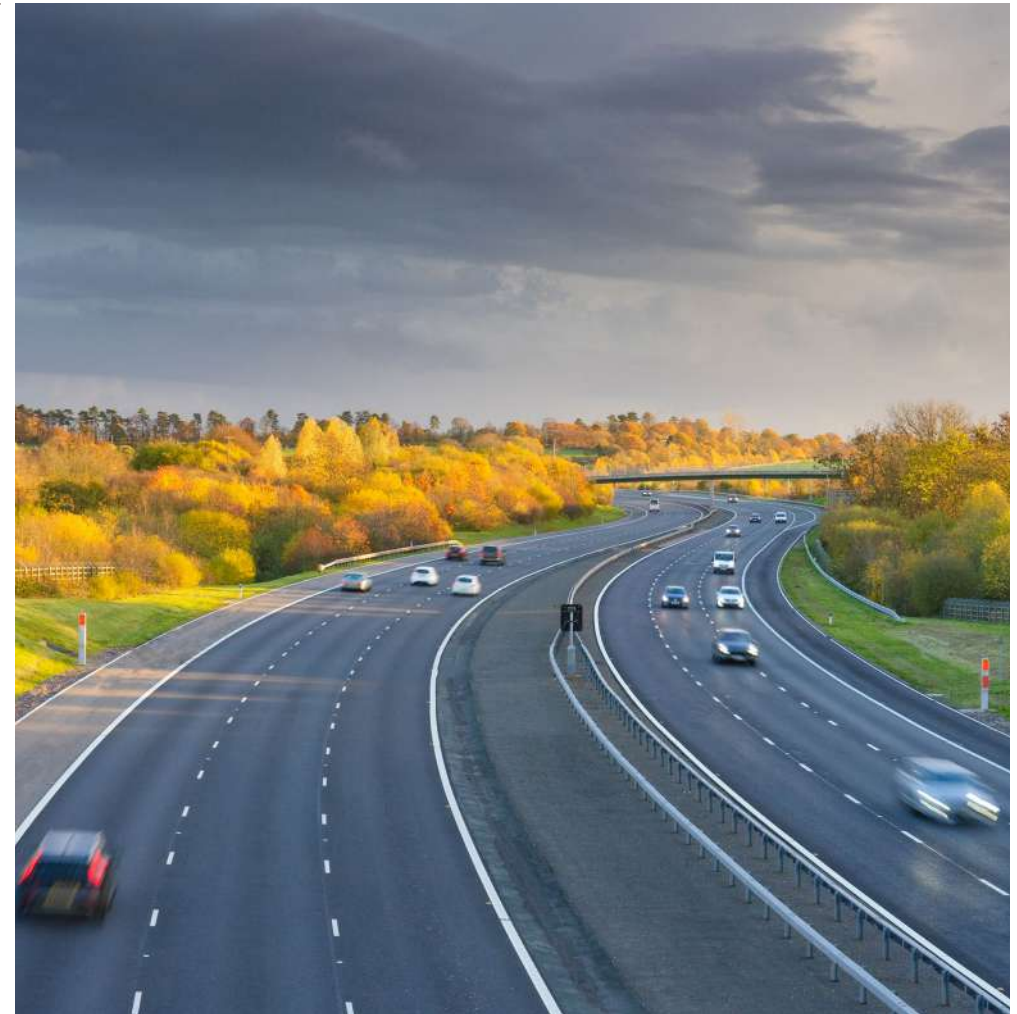
# Prevention of Money Laundering and Financing of Terrorism

GRI 3-3, 205-1, 205-2, 205-3

“At ALEATICA, we comply with applicable anti-money laundering and counter-terrorist financing laws and regulations and conduct business only with third parties engaged in legitimate business activities, with funds derived from lawful sources.”

In Mexico, in accordance with the **Federal Law for the Prevention and Identification of Operations with Illicit Proceeds**, the company that manages the automatic toll collection system is considered a regulated entity in terms of money laundering reporting. In compliance with this provision, **ALEATICA submits monthly reports to the Financial Intelligence Unit of the Ministry of Finance and Public Credit on the issuance of cards**, as well as the cases in which a customer exceeds the amounts deposited in them according to the limits established by law.

In Colombia, Autopista Río Magdalena is required to implement measures for the **Prevention of Money Laundering and Financing of Terrorism in accordance with the provisions of Chapter IV of the Concession Contract signed with the National Infrastructure Agency (Agencia Nacional de Infraestructura, ANI)**. The analysis to be performed, prior to the beginning of any relationship between the parties, **applies to all administrators, directors, officers, employees or persons working for the company, as well as intermediaries, agents, representatives and facilitators, provided that they render services on behalf of or in the name of the company**. Those operations carried out with any legal or natural person, which due to their number, quantity or characteristics, do not fall within the normal systems and practices of the businesses carried out, in accordance with the economic activity of the respective customer or supplier, and in accordance with the uses and customs of the economic sector where they are carried out, and have not been reasonably justified, must be **reported immediately in the format designed for such purpose by the Financial Information and Analysis Unit (Unidad de Información y Análisis Financiero, UIAF)**, with the formalities and through the information system in the “SIREL” web environment.



# Code of Ethics and Conduct and Ethical Channel

GRI 205-2

## Code of Ethics and Conduct

“The Code of Ethics is the expression of our way of doing things. It reflects our culture and is a simple and fundamental tool for ALEATICA’s work team to always act correctly in any situation.”

In July 2022, the contents of the Code of Ethics and Conduct and the Anti-Corruption Policy were updated. Both documents are of vital importance to ALEATICA, forming the top of our regulatory pyramid, so the Compliance team conducted a specific training of both documents, to expose and make known to 100% of employees the main changes to these documents, making clear the commitment of senior management on compliance with the values and principles included in them. **25 face-to-face sessions and eight webinars were held, as well as an online course for those employees who were unable to attend the previous sessions. A total of 2,417 employees participated.**

Our Code of Ethics and Conduct establishes the guiding principles for the behavior of all of us who are part of ALEATICA and is the compass that guides the relationships with our stakeholders; partners, customers, employees, suppliers, subcontractors, allies, governments, communities and any group or person who is related to the Company. All of us who are part of ALEATICA, from the Board of Directors to the managers and employees, without exception, are committed and required to know the Code and comply with it in a timely manner. With the new update, a structure of topics based on the five pillars of ALEATICA was established.

## Safety First

- Safety in our Business Units and for our customers
- Safety for our employees

## Passion for the Team

- Respect for Human Rights
- Diversity and inclusion

## Service Excellence

- Customer service
- Quality and innovation

## Social and Environmental Sustainability

- Engagement with communities
- Environmental Care

## Corporate Integrity

- Zero tolerance for bribes, improper payments and facilitation payments
- Prevention of money laundering and terrorist financing
- Gifts, hospitality and entertainment expenses
- Conflicts of interest
- Accuracy of information and records
- Free competition
- Insider trading
- Relationship with Third Parties
- Privacy and data protection
- Use of assets
- Protection of our name

# I CARE - our Ethical Channel

GRI 2-26

**“At ALEATICA we have an ethical channel managed by the Compliance Department, guaranteeing confidentiality and protection against retaliation for those who use it, and which provides for the possibility of making complaints anonymously.”**

This channel is available to all the people who are part of ALEATICA and to all its Stakeholders. At the beginning of 2022, the management of the ethical channel has changed, evolving towards a new platform<sup>84</sup>, always providing all the guarantees of quality in the provision of its services.

The new channel is called **I CARE**, a name has been chosen to reflect a shared commitment. As a company, at ALEATICA we care about what each of our employees and stakeholders have to say, whether it relates to an unethical or illegal behavior, or a question or concern.

“As employees, we care about our source of work, we all are ALEATICA and we have a personal commitment to take care of the company and report any unethical or illegal behavior, or any other action that puts the company at risk in any matter.”

The following means of contact are available to make any inquiries or to report illegal behavior, irregularities and non-compliance with ALEATICA's internal policies and the Code of Ethics and Conduct:

**Intranet > Corporate Integrity > I CARE Ethical Channel**

**Internet:** <http://icare.aleatica.com/>

## **Phone numbers:**

**Chile:** 1230 020 3559

**Colombia:** (+57)-13816523

**USA:** 800 461 9330

**Spain:** 900.905460

**Italy:** 800.727.406

**Mexico:** 800.681.6945

**Peru:** 0800.78323

**United Kingdom:** 0-(808)-189-1053

Other countries: go to <http://icare.aleatica.com/> and indicate the country of origin to obtain the rest of the toll-free numbers.

<sup>84</sup> New platform managed by *Convercent*; an external company dedicated to the management of ethical channel platforms of multiple companies around the world.

## I CARE - our Ethical Channel

Upon receipt of any report, the Compliance Department responds to the informant indicating receipt and, if necessary, requesting additional information. If the Compliance Department decides to conduct an investigation, it appoints an Investigation Instructor according to the nature of the allegation. The Investigation Instructor involves those areas deemed necessary to develop the investigation and considers the advisability of adopting precautionary measures while the investigation process underway is substantiated and resolved.

In 2022, a total of **109 reports** were received, of which 94 were received through the Ethics Channel and 15 through a direct email to the Compliance Department.

### Classification by issue

|                                                             |                                                         |                                                                |
|-------------------------------------------------------------|---------------------------------------------------------|----------------------------------------------------------------|
| <b>Working environment</b><br>2022<br><b>76</b><br>2021: 58 | <b>Sexual Harassment</b><br>2022<br><b>7</b><br>2021: 0 | <b>Compliance &amp; Ethics</b><br>2022<br><b>17</b><br>2021: 7 |
| <b>Safety Concerns</b><br>2022<br><b>5</b><br>2021: 1       | <b>Company Processes</b><br>2022<br><b>1</b><br>2021: 3 | <b>General Inquiries</b><br>2022<br><b>3</b><br>2021: 0        |
| <b>Total</b><br>2022<br><b>109</b><br>2021: 69              |                                                         |                                                                |

All complaints received have been investigated and resolved. All complaints are reported to the highest governance body designated for compliance issues at least quarterly.

ALEATICA's governing bodies are aware of the standards of transparency and integrity that must govern our actions. To this effect, these bodies have a direct involvement in decisions that enable the creation of up-to-date Corporate Governance through the approval of corporate policies.

In addition, the Group's internal procedures have been developed so that its governing bodies receive independent information from the Compliance and Internal Audit Departments, which allows them to have an assessment of ALEATICA's compliance status in different aspects of its corporate life.

The Executive Director of Compliance and Risk submits to the Audit Committee for approval decisions regarding investigations and proposed measures for the following cases:

- Any compliance breach that indicates a significant deficiency or weakness in ALEATICA's enterprise risk management system.
- Any compliance violation that, if made public, could have a significant effect on the market price of the publicly traded shares.
- Any allegation, whether material or not, involving an officer of the Group or any member of the governing bodies of the companies comprising ALEATICA or its subsidiaries.
- Any allegations of corruption and/or bribery.
- Any compliance breach that could prevent the General Meeting of Shareholders from declaring that the annual accounts and the annual report provide an accurate description of the company.



# Conflict of Interest and Unfair Competition

GRI 2-15, 206-1



## Conflict of Interest

"We have a policy on conflicts of interest applicable in all countries."

This regulation provides for the ICARE Ethical Channel as a means of communicating possible or potential conflicts of interest. In addition, on an annual basis, directors and officers complete a declaration of interests with questions relating to professional activity in entities other than ALEATICA, affiliations, interests of family members, etc. and a study is made as to whether there is a real conflict. These results are presented to the Audit Committee.

In the event that an employee or director is involved in a conflict of interest, they shall:

1. Communicate the conflict of interest to the Compliance Department as soon as the potential or actual conflict of interest with business relationships with customers, suppliers or any other organization with which ALEATICA has any kind of relationship is known.

2. Said communication to the Compliance Department must be made in writing by the employee or director involved in the conflict of interest or who must make the decision.
3. Act diligently with respect to the conflict of interest until it is resolved. Thus, as soon as the employee has notified the existence of a conflict of interest, the following measures must be taken
  - Refrain from making decisions that could undermine ALEATICA's decision-making processes.
  - Refrain from using the information obtained in the performance of their duties at ALEATICA for their own benefit or for the benefit of third parties.

The Compliance Department analyzes the information on the conflict of interest to determine the impact of establishing a business or employment relationship where there is such a conflict.

As of the date of this report, no cases of conflict of interest have been presented for the following topics:

- For publications of a related party.
- With a controlling shareholder.
- For cross-shareholdings with suppliers and other stakeholders.
- Due to membership in different boards.

## Unfair Competition



Unfair competition is a practice that we seek to eradicate in ALEATICA, such as those practices that are contrary to good business faith and that do not meet the ethical standards necessary to be considered honest. In 2022, none of the local Business Units have been subject to investigations, actions or litigation for unfair competition, monopolistic practices or anti-competitive practices.

# Human Rights

GRI 3-3, 406-1, 410-1, 411-1

“During 2022, no reports have been received regarding the violation of human rights, rights of indigenous peoples or non-compliance with laws and regulations in the social and economic areas.”

In ALEATICA, we are aligned and adhered to the main initiatives and guidelines such as:

- Universal Declaration of Human Rights.
- United Nations Global Compact.
- International Labor Organization (ILO) Tripartite Declaration on Fundamental Principles and Rights at Work.
- Organization for Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises.
- United Nations Guiding Principles on Business and Human Rights.

Under these guidelines, we developed and implemented the **ALEATICA Human Rights** Policy, where its main objective is to expressly state the commitment to respect and protect the Human Rights of the people who are part of the company, including our supply chain and the communities involved in our daily activities.

## Human Rights Diagnosis

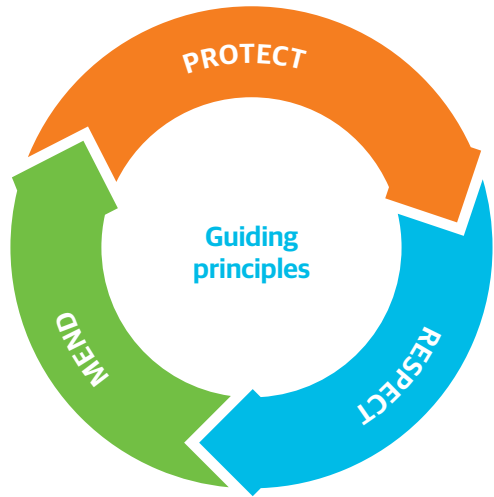
In order to identify opportunities for improvement with a comprehensive approach to employees, communities, suppliers, supply chain and other stakeholders with whom we interact, in 2022 we conducted an institutional Human Rights Diagnosis with three case studies in the Business Units: **Autopista Urbana Norte, Viaducto Elevado Bicentenario in Mexico and Autopista Río Magdalena in Colombia**, conducted by the **Instituto de Derechos Humanos y Empresa (IDHE) of the University of Monterrey (UEM)**, the main partner of the **Global Compact Mexico** in this area, based on the Guiding Principles<sup>85</sup> on Business and Human Rights.

This analysis of global operations from a Human Rights perspective will help us to adopt management measures to prevent or mitigate risks and negative impacts that could materialize, including those caused by third parties included in our value chain as suppliers.

<sup>85</sup> The United Nations Guiding Principles on Business and Human Rights are 31, based on three foundational pillars: 1. The State's Duty to **Protect** Human Rights; 2. The Responsibility of Business to **Respect** Human Rights and; 3. Access to **Redress or Remediation** Mechanisms.



# Human Rights



## Scope

- Organizational analysis of ALEATICA's global operations from a human rights perspective
- Analysis of global corporate policies and standards
- Operational diagnosis of ALEATICA in Mexico and Colombia from a human rights perspective..

## Main recommendations

- Early identification of the main real and potential impacts and risks present in our operations.
- Develop preventive, corrective or remedial measures in this regard.
- Facilitate the inclusion of a transversal perspective of Human Rights in the actions, processes and decisions of the organization, contributing to the fulfillment of our responsibility to respect Human Rights.
- Develop sustainable practices based on impact prevention.
- Implement actions aimed at making Human Rights a transversal criterion for internal management processes and decision-making.
- Engage suppliers on Human Rights Due Diligence.

## Human Rights training for Physical and Property Security personnel

The **Physical and Property Security** area established a requirement for physical security contractors in the Business Units that require these services to provide their personnel with training on Human Rights issues. The bidding and contracting processes of these companies include this obligation, where the inclusion of this type of training is valued in the terms of reference managed by the Purchasing areas of the Business Units. The estimated number of ALEATICA employees and physical security contractors who have received training in Human Rights in the last two years is shown below:

**Percentage of ALEATICA's employees in the Physical and Property Security area who have received training on Human Rights issues.**

2022

**100%**

2021: 100%

**Percentage of employees of physical security contractors of the Business Units that have received training on Human Rights issues.**

2022

**85%**

2021: 70%

# Taxation<sup>83</sup>

GRI 207-1, 207-2, 207-3, 207-4

ALEATICA, as a business group dedicated to the promotion, development and management of infrastructure, is committed to offering its customers the highest standards of quality and safety, guaranteeing sustainability in all its projects.

The tax strategy is fully focused on optimizing the Group's business, seeking to create sustainable shareholder value.

To this end, the tax area and the different departments of the Group (financial, business, etc.) work in a coordinated manner, allowing a joint vision when making decisions, including the evaluation of risks in tax matters, as well as tax planning aimed at a legitimate optimization of resources under the premises of the strictest legality.

## ALEATICA has a defined tax strategy, based on the following pillars:

### 1) Sustainability:

Commitment to timely compliance with all tax obligations generated as a result of our economic activity, in accordance with applicable local and international regulations, as well as our unwavering involvement in contributing to economic and social development in the different jurisdictions in which the Group is present, through the timely payment of taxes in accordance with the applicable regulations at all times.

### 2) Transparency:

Provision of accurate and complete information to our stakeholders, including information regarding the Group's tax contribution in each of the markets in which it operates, as well as a fluid and cooperative relationship with each of the administrations with which it is related.

### 3) Prudence:

All the Group's tax positions are based on sound economic grounds, avoiding abusive tax planning schemes or practices and always bearing in mind the precautionary principle in the face of risk assumptions.

### 4) Risk Control:

Potential tax risks are incorporated into the Group's integral risk management system to be monitored, and all appropriate measures are taken to minimize them.



# Taxation

## Compliance tax governance and control framework

The tax control framework is based on the following pillars:

### 1) Principles of action:

- The Board of Directors of ALEATICA S.A.U. defines and approves the Group's tax strategy.
- Comprehensive management of tax matters in coordination with business activities and decisions.
- Alignment with the code of good tax practices.

### 2) Processes for tax compliance:

- Standardized internal processes for the management of tax matters in coordination with internal teams in Spain and other jurisdictions.
- Tax compliance control systems.
- Robust internal tax reporting system.

### 3) Team:

- Experienced and expert in-house professional team.
- Proactive coordination of all its members.
- External support from consultants with proven solvency whenever necessary.

### 4) Control and management of tax risks:

- Integrated tax risk management system.
- Detailed monitoring of each of the potential tax risks detected and flexibility to adapt to new regulatory environments.



# Tax Contribution

GRI 207-4

Transparency and tax responsibility are fundamental pillars in Grupo ALEATICA's Tax Policy and, therefore, in the management of all our economic activity. These principles are embodied in our diligence in complying with all tax obligations, including taxation and collaboration with the Tax Authorities in each jurisdiction where we operate.

Our economic and social contribution is reflected not only by assuming the payment of taxes of different nature, but also by paying to the treasury of each jurisdiction taxes and contributions on behalf of other taxpayers as a result of our economic activity such as indirect taxes or withholdings.

In compliance with our commitment to maximum transparency, we proceed to quantify the total tax contribution made by ALEATICA in all the jurisdictions where we operate. Two main categories are distinguished, Taxes borne, and Taxes collected, separating whether the taxes represent an effective cost or a collection on behalf of other taxpayers, respectively. In turn, in each category, some generic groups of taxes and contributions are distinguished according to their nature, always following the cash basis.

## Own Taxes (Millions of euros)

| Own Taxes        | 2020      | 2021      | 2022      |
|------------------|-----------|-----------|-----------|
| Taxes on profits | 12        | 13        | 24        |
| Social Security  | 5         | 5         | 6         |
| Indirect Taxes   | 6         | 2         | 6         |
| Fees and Other   | 2         | 41        | 34        |
| <b>Total</b>     | <b>25</b> | <b>60</b> | <b>70</b> |

## Taxes Collected (Millions of euros)

| Taxes Collected               | 2020      | 2021      | 2022       |
|-------------------------------|-----------|-----------|------------|
| Taxes related with employment | 15        | 28        | 24         |
| Other taxes                   | 12        | 9         | 10         |
| VAT and other indirect taxes  | 25        | 50        | 67         |
| <b>Total</b>                  | <b>52</b> | <b>88</b> | <b>100</b> |

## Breakdown of Total Tax Contribution (% and Millions of Euros)

| Total Tax Contribution Breakdown | 2020      | 2021       | 2022       |
|----------------------------------|-----------|------------|------------|
| Chile                            | 8%        | 2%         | 7%         |
| Peru                             | 1%        | 2%         | 0%         |
| Spain                            | 18%       | 7%         | 8%         |
| Mexico                           | 72%       | 68%        | 64%        |
| Italy                            | -         | 15%        | 19%        |
| Colombia                         | 1%        | 7%         | 2%         |
| <b>Total</b>                     | <b>77</b> | <b>148</b> | <b>170</b> |



**Gabriel Nuñez Garcia**  
Chief Financial Officer  
C.F.O.



# Subsidies

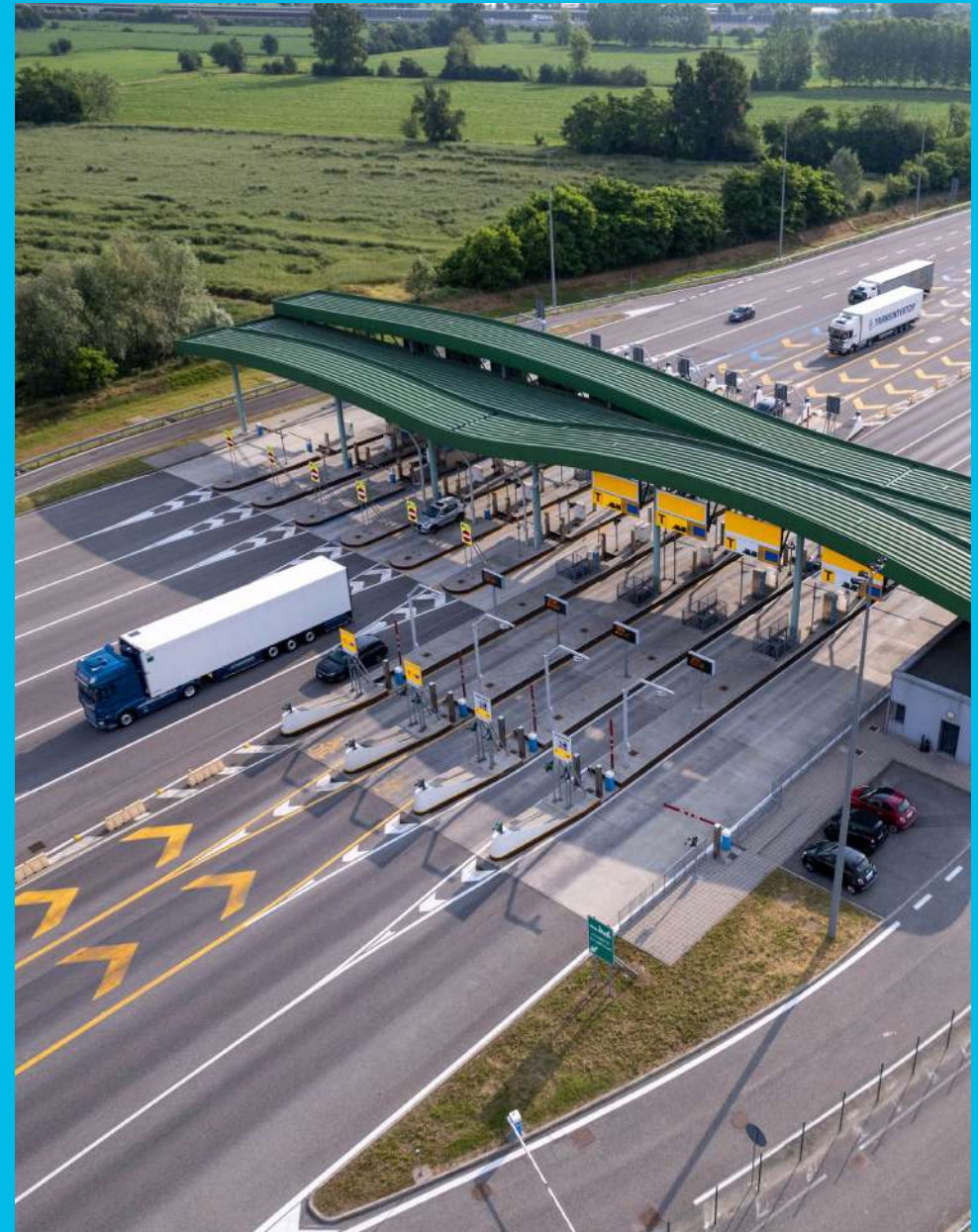
GRI 201-4

No significant grants have been received during fiscal year 2022.

# Contributions to Political Parties and/or Representatives

GRI 415-1

ALEATICA does not make any contribution or the like to any political party and/or representative in all its Business Units and/or in its resident entities for tax purposes, such as the Code of Ethics and Conduct and the Anti-Corruption Policy, it is established as an impermissible conduct.



# Future Goals and Commitments

1

## Corporate Governance

- Develop tools to contribute to greater control of the governance of all group companies. It should also include obligations related to environmental licenses, so its operation will strengthen compliance with these regulations.
- Implement a solution to carry out appropriate dissemination within the Group of the decisions taken by each of its boards of directors, as well as the follow-up of these decisions.
- Carry out continuous improvement of information technology tools, periodically performing quality controls of the information. The introduction of KPIs to assess the work of each legal department with this tool is foreseen.

2

## Risk and Opportunity Management

- Business Continuity Standard Implementation

3

## Cybersecurity

- Full deployment of the services of cybersecurity expert CYE ("Cybersecurity Resilience at ALEATICA" project).
- Increase the indicators and results of the Global Cybersecurity Awareness Program for all ALEATICA: percentage of employees certified in the cybersecurity course, participation in web sessions, reduction of failures in social engineering tests, mainly.
- Execution of Cybersecurity maturity assessments in the Business Units to increase or maintain their maturity level (including testing of their DRP<sup>86</sup>).

4

## Internal Audit

- Develop action plans to implement the recommendations received in the external evaluation, continuing with the quality assurance and continuous improvement approach.

5

## Compliance

- Automate the evaluation of criminal risks and the controls that mitigate these risks in the B Wise tool<sup>87</sup> and the Conflict of Interest reporting process, in order to have greater traceability and assurance.
- Carry out special communication actions on the Code of Ethics and Conduct and the ICARE Ethical Channel.
- Continue with face-to-face trainings to give a greater impact on the topics to be transmitted and to be closer to all areas/locations.

6

## Human Rights

- Early identification of the main real and potential impacts and risks present in our operations.
- Align internal processes towards a transversal perspective of Human Rights, as well as assign responsibilities for decision-making in the organization, contributing to the fulfillment of our responsibility to respect Human Rights.
- Conduct human rights and business training at various levels of decision making.
- Adapt the communication mechanisms of the Human Rights management processes, both internally for corporate decision making, as well as for the relationship with Stakeholders.
- Engage suppliers in Human Rights Due Diligence.
- Establish the management and operation protocol of the ICARE Ethical Channel for the attention of claims derived from adverse impacts that have contributed to generate through its supply chain and that may be related to Human Rights.



**Marco Antonio Padilla Mérito**

Chief Compliance Officer  
And Risks Compliance

<sup>86</sup> Disaster Recovery Plans (DRP).

<sup>87</sup> B Wise<sup>®</sup> is an ERP (Enterprise Risk Management) software from SAI360.



# Non financial index and annexes

GRI 1



# Table of contents of the non-financial information statement

| Subheading                                           | Section of the Law                                                                                                                                                                                                                                        | GRI                                                              | Page               |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|--------------------|
| Description of the group's business model            | Brief description of the group's business model, including its business environment, organization and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future development. | GRI 2-1 Organizational details                                   | 2, 7, 9            |
|                                                      |                                                                                                                                                                                                                                                           | GRI 2-3 Reporting period, frequency and contact point            | 2, 73              |
|                                                      |                                                                                                                                                                                                                                                           | GRI 2-6 Businesses, value chain and other business relationships | 7, 13, 114         |
|                                                      |                                                                                                                                                                                                                                                           | GRI 3-2 List of material topics                                  | 16                 |
| General                                              | Current and foreseeable effects of the company's activities on the environment and, if applicable, on health and safety.                                                                                                                                  | GRI 2-22 Sustainable development strategy statement              | 3, 5, 16           |
|                                                      | Environmental assessment or certification procedures                                                                                                                                                                                                      | GRI 2-23 Commitments and policies                                | 16, 24             |
|                                                      | Resources dedicated to environmental risk prevention                                                                                                                                                                                                      | GRI 2-23 Commitments and policies                                | 16, 24             |
|                                                      | Application of the precautionary principle                                                                                                                                                                                                                | GRI 2-23 Commitments and policies                                | 16, 24             |
|                                                      | Provisions and guarantees for environmental risks                                                                                                                                                                                                         | GRI 2-27 Compliance with laws and regulations                    | 129, 130           |
| Pollution                                            | Measures to prevent, reduce or remediate carbon emissions that seriously affect the environment, taking into account any form of activity-specific air pollution, including noise and light pollution.                                                    | GRI 305-5 Reduction of GHG emissions                             | 85, 89             |
|                                                      |                                                                                                                                                                                                                                                           | GRI 3-3 Management of material topics                            | 16, 85, 87, 89, 92 |
| Circular economy and waste prevention and management | Measures to prevent, recycle, reuse, other forms of recovery and disposal of waste. Actions to combat food waste                                                                                                                                          | GRI 306-3 Waste generated                                        | 99                 |
|                                                      |                                                                                                                                                                                                                                                           | GRI 3-3 Management of material topics                            | 16, 85, 99         |
| Sustainable use of resources                         | Water consumption and water supply in accordance with local constraints                                                                                                                                                                                   | GRI 303-5 Water consumption                                      | 85, 104            |
|                                                      | Consumption of raw materials and measures taken to improve the efficiency of their use                                                                                                                                                                    | GRI 301-1 Materials used by weight or volume                     | 85, 103            |
|                                                      |                                                                                                                                                                                                                                                           | GRI 3-3 Management of material topics                            | 16, 85, 103        |
|                                                      | Energy: Direct and indirect consumption; measures taken to improve energy efficiency, use of renewable energies.                                                                                                                                          | GRI 302-1 Energy consumption within the organization             | 85, 92             |
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| Subheading              | Section of the Law                                                                                                                                                                               | GRI                                                                                                                                                                                                                                                              | Page         |
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| Climate Change          | Greenhouse Gas Emissions                                                                                                                                                                         | GRI 305-1 Direct GHG emissions (scope 1)                                                                                                                                                                                                                         | 85, 89       |
|                         |                                                                                                                                                                                                  | GRI 305-2 Indirect GHG emissions associated with energy (Scope 2)                                                                                                                                                                                                | 85, 89       |
|                         | Measures adopted to adapt to the consequences of Climate Change                                                                                                                                  | GRI 305-5 Reduction of GHG emissions                                                                                                                                                                                                                             | 85, 89       |
|                         | Voluntarily established medium- and long-term reduction targets to reduce GHG emissions and means implemented to this end.                                                                       | GRI 305-5 Reduction of GHG emissions                                                                                                                                                                                                                             | 85, 89       |
| Biodiversity protection | Measures taken to conserve or restore biodiversity                                                                                                                                               | GRI 304-3 Protected or restored habitats                                                                                                                                                                                                                         | 85, 96       |
|                         | Impacts caused by activities or operations in protected areas                                                                                                                                    | GRI 304-2 Significant impacts of activities, products, and services on biodiversity.                                                                                                                                                                             | 85, 96       |
| Employment              | Total number and distribution of employees by gender, age, country, and occupational classification.                                                                                             | GRI 2-7 Employees                                                                                                                                                                                                                                                | 61           |
|                         | Total number and distribution of employment contract modalities.                                                                                                                                 | GRI 2-7 Employees                                                                                                                                                                                                                                                | 61           |
|                         | Annual average of permanent, temporary, and part-time contracts by gender, age, and professional classification.                                                                                 | GRI 2-7 Employees                                                                                                                                                                                                                                                | <b>61</b>    |
|                         | Number of layoffs by gender, age, and occupational classification.                                                                                                                               | GRI 401-1 b) Hiring of new employees and staff turnover: Total number and rate of employee turnover during the reporting period by age group, gender, and region.                                                                                                | 65           |
|                         | Average salaries and their evolution broken down by gender, age and professional classification or equal value.                                                                                  | GRI 405-2: Ratio between basic salary and remuneration of women and men                                                                                                                                                                                          | 69           |
|                         | Wage Gap                                                                                                                                                                                         | GRI 405-2 Ratio between basic salary and remuneration of women and men                                                                                                                                                                                           | 69           |
|                         | Pay for equal or average job positions in the company.                                                                                                                                           | GRI 202-1 Ratios of standard entry level wage by gender to local minimum wage                                                                                                                                                                                    | 69           |
|                         | Average salary of directors and Steering Committee, including variable compensation, per diems, indemnities, payments to long-term savings systems and any other payments broken down by gender. | GRI 2-19 Compensation policies                                                                                                                                                                                                                                   | 69           |
|                         | Implementation of work disconnection measures.                                                                                                                                                   | GRI 3-3 Management of material topics                                                                                                                                                                                                                            | 68           |
|                         | Employees with disabilities                                                                                                                                                                      | GRI 405-1 Diversity of governance bodies and employees<br>a) iii) other indicators of diversity, where appropriate (such as minority or vulnerable groups).<br>b) iii) other indicators of diversity, where appropriate (such as minority or vulnerable groups). | 71, 124, 125 |

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|                                                                       | Absenteeism hours                                                                                                                           | GRI 403-9 Occupational injuries                                                                  | 38, 44     |
|                                                                       | Measures aimed at promoting the enjoyment of work-life balance and encouraging the co-responsible exercise of these rights by both parents. | GRI 401-3 Parental leave                                                                         | 68         |
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| Health and Safety                                                     | Occupational health and safety conditions                                                                                                   | GRI 403-1 Occupational health and safety management system                                       | 32, 38, 44 |
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|                                                                       |                                                                                                                                             | GRI 403-3 Occupational health services                                                           | 49         |
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|                                                                       | Occupational accidents (frequency and severity) broken down by gender                                                                       | GRI 403-9 Occupational injuries                                                                  | 38, 44     |
| Occupational diseases (frequency and severity) broken down by gender. | GRI 403-10 Occupational diseases and illnesses                                                                                              | 38, 44                                                                                           |            |
| Social Relations                                                      | Social dialogue organization, including procedures for informing, consulting and negotiating with personnel.                                | GRI 2-29 Approach to Stakeholder Engagement                                                      | 16         |
|                                                                       | Percentage of employees covered by collective bargaining agreements broken down by country.                                                 | GRI 2-30 Collective bargaining agreements                                                        | 62         |
|                                                                       | Review of collective bargaining agreements, particularly in the field of occupational health and safety.                                    | GRI 403-4 Worker participation, consultation and communication on occupational health and safety | 41         |
| Training                                                              | Policies implemented in the training field                                                                                                  | GRI 404-2 Programs to develop employee competencies and transition assistance programs           | 66         |
|                                                                       | Total number of training hours broken down by professional category                                                                         | GRI 404-1 Average hours of training per year per employee                                        | 66         |
| Accessibility                                                         | Universal accessibility for people with disabilities                                                                                        | GRI 3-3 Management of material topics                                                            | 71         |



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| Equality                                                       | Measures taken to promote equal treatment and opportunities for men and women                                                                                                                                                                                                                                                                 | GRI 3-3 Management of material topics                                                              | 71            |
|                                                                | Equal opportunity plans                                                                                                                                                                                                                                                                                                                       | GRI 3-3 Management of material topics                                                              | 71            |
|                                                                | Measures adopted to promote employment                                                                                                                                                                                                                                                                                                        | GRI 3-3 Management of material topics                                                              | 71            |
|                                                                | Protocols against sexual and gender-based harassment                                                                                                                                                                                                                                                                                          | GRI 3-3 Management of material topics                                                              | 71            |
|                                                                | Integration and universal accessibility for people with disabilities                                                                                                                                                                                                                                                                          | GRI 3-3 Management of material topics                                                              | 71            |
|                                                                | Policy against all types of discrimination and, where appropriate, diversity management                                                                                                                                                                                                                                                       | GRI 3-3 Management of material topics                                                              | 71            |
| Human Rights                                                   | Implementation of due diligence procedures on human rights                                                                                                                                                                                                                                                                                    | GRI 3-3 Management of material topics                                                              | 147           |
|                                                                | Preventing potential risks of human rights violations and, where appropriate, measures to mitigate, manage and remediate any abuses committed                                                                                                                                                                                                 | GRI 3-3 Management of material topics                                                              | 147           |
|                                                                | Complaints regarding cases of human rights violations                                                                                                                                                                                                                                                                                         | GRI 406-1 Cases of discrimination and corrective actions taken.                                    | 147           |
|                                                                | Promotion and enforcement of the provisions of the ILO core conventions related to respect for freedom of association and the right to collective bargaining, the elimination of discrimination within the framework of employment and occupation, the elimination of forced or compulsory labor, and the effective abolition of child labor. | GRI 3-3 Management of material topics                                                              | 147           |
| Corruption and bribery                                         | Measures adopted to prevent corruption and bribery                                                                                                                                                                                                                                                                                            | GRI 205-2 Communication and training on anti-corruption policies and procedures                    | 140, 142, 143 |
|                                                                |                                                                                                                                                                                                                                                                                                                                               | GRI 3-3 Management of material topics                                                              | 140           |
|                                                                | Measures to combat money laundering                                                                                                                                                                                                                                                                                                           | GRI 3-3 Management of material topics                                                              | 142           |
|                                                                | Contributions to foundations and non-profit entities.                                                                                                                                                                                                                                                                                         | GRI 201-1 Direct Economic Value Generated and Distributed (Community Investment)                   | 106           |
| GRI 415-1 Contribución a partidos y/o representantes políticos |                                                                                                                                                                                                                                                                                                                                               | 152                                                                                                |               |
| Company commitments to sustainable development                 | Impact of the company's activities on employment and local development.                                                                                                                                                                                                                                                                       | GRI 413-1 Operations with local community engagement programs, impact assessments, and development | 85, 105       |
|                                                                | Impact of the company's activities on local populations and territory                                                                                                                                                                                                                                                                         | GRI 413-1 Operations with local community engagement programs, impact assessments, and development | 85, 105       |
|                                                                | Relations with local community stakeholders and dialogue modalities established with them                                                                                                                                                                                                                                                     | GRI 413-1 Operations with local community engagement programs, impact assessments, and development | 85, 105       |
|                                                                | Partnership or sponsorship actions                                                                                                                                                                                                                                                                                                            | GRI 2-28 Membership in associations                                                                | 28            |

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| Outsourcing and suppliers | Inclusion of social, gender equality and environmental issues in the procurement policy                    | GRI 3-3 Management of material topics                                                               | 117    |
|                           | Taking into account social and environmental responsibility in relations with suppliers and subcontractors | GRI 3-3 Management of material topics                                                               | 117    |
|                           | Monitoring and auditing systems and audit results                                                          | GRI 3-3 Management of material topics                                                               | 117    |
| Customers                 | Customer health and safety measures                                                                        | GRI 416-1 Assessment of health and safety impacts of product and service categories.                | 29     |
|                           | Complaint systems, complaints received and their resolution                                                | GRI 418-1 Substantiated complaints regarding breaches of customer privacy and loss of customer data | 77     |
| Tax information           | Benefits obtained broken down by country                                                                   | GRI 207-1 Tax approach                                                                              | 149    |
|                           | Taxes on profits paid                                                                                      | GRI 207-1 Tax approach                                                                              | 149    |
|                           | Public grants received                                                                                     | GRI 201-4 Financial assistance received from the government                                         | 152    |



# Annexes

## Other indicators reported in this Report

On its own initiative, ALEATICA decided to include additional GRI indicators that are not verified by a third party, however, it is our commitment to work and report as much non-financial information as possible, as a consequence of improvements in operational processes.

## Forward-looking statements or statements with future projections

This document contains forward-looking information and statements about Grupo ALEATICA with underlying assumptions, statements regarding plans, objectives, and expectations regarding future operations.

Forward-looking statements are not historical facts and are generally identified by the use of terms such as "expects," "anticipates," "believes," "intends," "estimates" and similar expressions.

In this regard, while Grupo ALEATICA believes that the expectations contained in such forward-looking statements are reasonable, it is cautioned that forward-looking information and statements are subject to risks and uncertainties, many of which are difficult to predict and generally beyond the control of Grupo ALEATICA, risks that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements.

Forward-looking statements speak only as of the date they are made and are not guarantees of future performance. It is recommended that decisions not be made based on forward-looking statements. All forward-looking statements contained in this document are expressly qualified by the cautionary statements made herein. The forward-looking statements contained in this document are based on information available to us as of the date hereof. Except to the extent required by applicable law, Grupo ALEATICA undertakes no obligation to publicly update any forward-looking statements or revise any forward-looking information, even if new information is made public or new events occur.

## Best Operational Practices

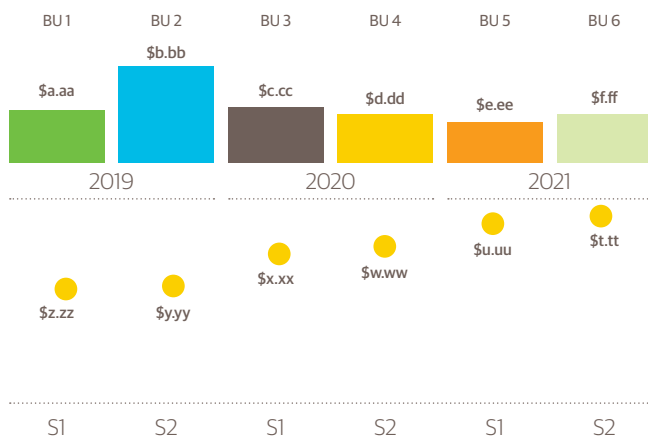
### Operational Ratios

The implementation of the benchmarking project for the main operating activities was extended to other Business Units of the Group (CANOPSA and ARM), allowing the identification of best practices and the application of initiatives that seek efficiencies.

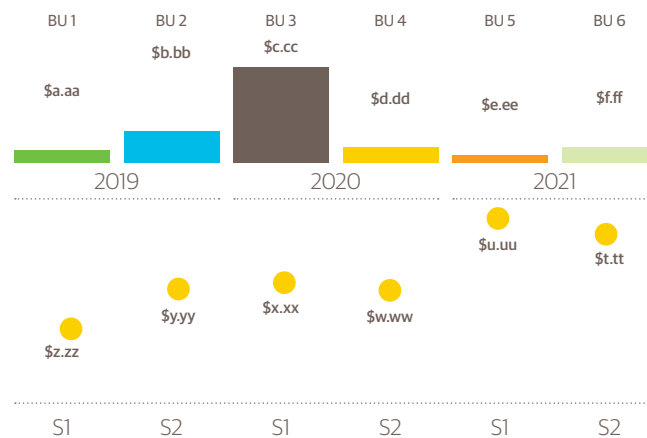
## Operational Ratios

The purpose of this report is to analyze and contrast the relevant operational information between the Business Units to identify best practices, variations and possible improvements.

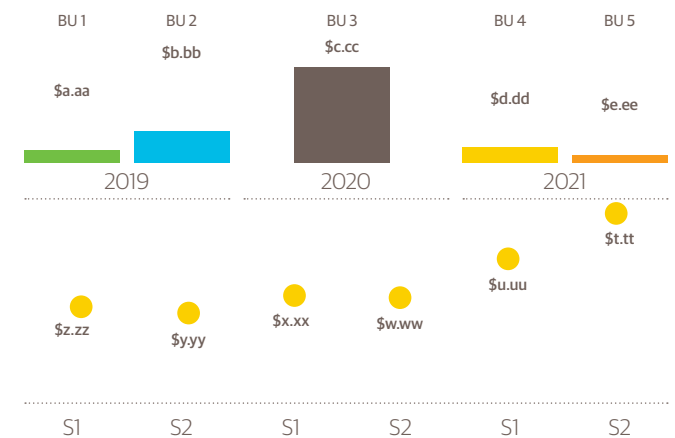
Collection cost for crossing without electronic toll



Cost to validate a crossing



Cost of road assistance per event attended



# Annexes

## Business Continuity Plan (BCP)

During 2021, in order to ensure ALEATICA's operational continuity, the implementation of the Business Continuity Plan in Viaducto Bicentenario, Autopista Urbana Norte and Autopista del Norte was completed.

The Plan consisted of conducting a Business Impact Analysis (BIA), Continuity Risk Analysis (RA), continuity strategy assessment, Business Continuity Plan development and implementation, and finally, staff training and field testing.

The purpose of this Plan is to know how to act in extreme cases in which business continuity is put at risk. Once the engagement has been completed, the task of updating the Business Continuity Plan will fall to the Business Units themselves, with the clear objective of ensuring the continuity of Operations in the long term.

The success of this project has led to approval for its application in other Business Units.



- Emergency response plan
- Business continuity plan
- Incident response plan
- Crisis communication plan





# Annexes

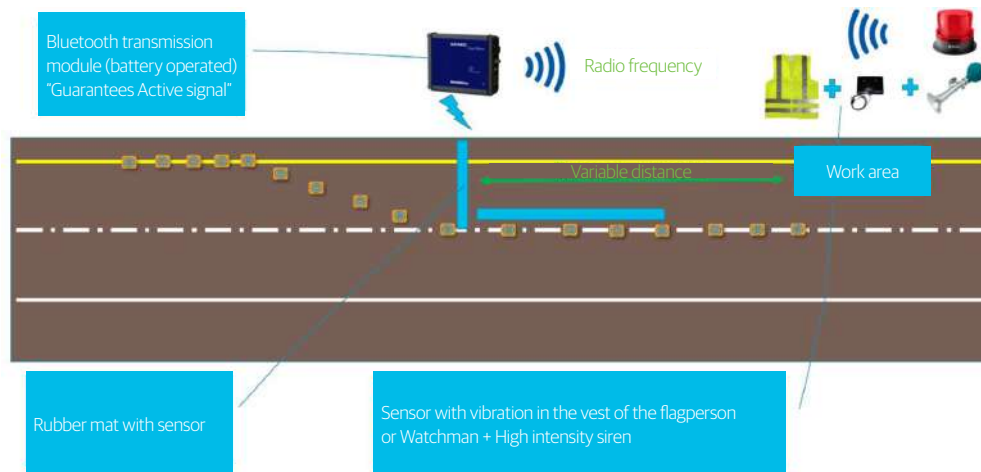
## Improved Safety for our Employees

In 2022, in order to improve the safety of our employees working on the road surface or in toll plazas, a market study was conducted to identify the best solution for an **Intrusion Alarm** system. This solution consists of a device that generates an audible or visual alarm in the event of an invasion by a vehicle, enabling employees to leave the area and get to safety.

As a result of this study, it was decided to implement a hose-based system. During 2022, the equipment was manufactured and distributed to the Business Units in Mexico.

In addition, to improve the safety of the employees' journeys, a **solution based on GPS and two cameras** was implemented in the operating vehicles, allowing the location of the unit to be known at any time, as well as the recording of incidents for later analysis.

This solution complies with ALEATICA's data protection regulations. In addition, it includes a panic button, an optional engine blocking system can be configured, it also allows for automatic alarm generation and, in general, it helps in fleet management allowing for better efficiency in the use of these assets.



# Annexes

## Implementation of Automatic Collection Systems

With the clear objective of increasing the flow of traffic in the group's infrastructures and improving the level of service, electronic payment systems have been implemented in several Business Units during the year.

In this sense, it is worth mentioning the implementation of the Electronic Toll System in the **Río Magdalena Highway**, the beginning of the adjustments for the payment system through license plate recognition in **Autopista del Norte** and the conclusion of the facility of Multilane Free Flow gantries in **Camino Nogales-Puchuncaví (CANOPSA)**.

In the **Circuito Exterior Mexiquense**, the Phase II Toll System is being modernized, implementing new solutions that allow the identification of drivers with license plates and electronic devices, improving the level of service offered.



## Nogales - Puchuncaví No barriers

### Free-Flow system on route F-20 (km 6.5)

During January 2023, we will enable this faster and more comfortable travel experience on the CANOPSA's Nogales-Puchuncaví road. If you want to continue paying manually, you can do so in the toll booths next to the toll plaza.

*\* See infographic*



# Annexes

## Materiality Analysis in the Business Units

One of the best practices that we have promoted in ALEATICA is that in each of the Business Units a Materiality Analysis is developed to identify and define in particular the most relevant issues, not only from the perception of the identified stakeholders, but also from the analysis of the impacts, risks, trends and relevant issues of the sector, which allows us to comply with the Sustainability Strategy of ALEATICA. Derived from this, we have identified and prioritized 6 relevant topics by Business Unit according to the materiality analysis.

This year, we worked on the development of the materiality in BreBeMi and TCT, as well as on updating the materiality in AuNor. The following chart shows the most relevant topics of the Business Units and those on which we are working with a structured action plan to address the most relevant issues and improve sustainable performance.

It is important to mention that CONMEX, VB and AuNorte are working on the update with a focus on the communities. Meanwhile, CANOPSA has been working on the development of the Materiality Analysis since the end of 2022, presenting the results in the first quarter of 2023.

These material topics will be key to the continued management of the Sustainability Strategy within the organization. It will be crucial to maintain a comprehensive approach, ensuring the operational and financial viability of the business by identifying and addressing risks and the impacts and opportunities they may generate.

| TOPIC OF RELEVANCE                                                | GLOBAL   |        | MEXICO                |              |      |      |         | PERU  | COLOMBIA | SPAIN | ITALY   |
|-------------------------------------------------------------------|----------|--------|-----------------------|--------------|------|------|---------|-------|----------|-------|---------|
|                                                                   | ALEATICA | Conmex | Viaducto Bicentenario | Urbana Norte | GANA | ATAT | TeleVía | AuNor | ARM      | TCT   | BreBemi |
| Occupational health and safety                                    | ●        | ●      | ●                     | ●            | ○    | ●    | ●       | ●     | ●        | ●     | ●       |
| Ethics and integrity                                              | ●        | ●      | ●                     | ●            | ○    | ●    | ●       | ○     | ●        | ●     | ○       |
| Environmental legal compliance                                    | ○        | ●      | ●                     | ●            | ●    | ●    | ○       | ○     | ●        | ○     | ○       |
| Road and civil safety                                             | ○        | ●      | ●                     | ●            | ●    | ○    | ●       | ●     | ●        | ○     | ○       |
| ESG Risk management                                               | ●        | ○      | ○                     | ○            | ●    | ○    | ○       | ●     | ○        | ○     | ○       |
| Excellence Service                                                | ●        | ●      | ●                     | ●            | ○    | ○    | ●       | ●     | ○        | ●     | ●       |
| Social License                                                    | ○        | ●      | ○                     | ○            |      | ○    | ○       | ○     | ○        | ○     | ○       |
| Optimal infrastructure conditions                                 | ○        | ○      | ●                     | ●            | ●    | ○    | ○       | ○     | ●        | ○     |         |
| Cybersecurity protocols                                           | ○        | ○      | ○                     | ○            | ○    | ○    | ●       | ○     | ○        | ○     | ●       |
| Biodiversity and environment protection and conservation          | ○        | ○      | ○                     | ○            | ●    | ●    | ○       | ○     | ●        | ○     | ●       |
| Social investment and actions for vulnerable groups (communities) | ●        | ○      | ○                     | ○            | ○    | ●    | ○       | ○     | ○        | ○     | ○       |
| Agreement compliance for damage to communities                    | ○        | ○      | ○                     | ○            | ○    | ●    | ○       | ○     | ○        | ○     | ○       |
| Social insecurity                                                 | ○        | ○      | ○                     | ○            | ●    | ○    | ○       | ○     | ○        | ○     | ○       |
| Emissions mitigation and adaptation to climate change             | ●        | ○      | ○                     | ○            | ○    | ○    | ○       | ●     | ○        | ●     | ●       |
| Waste management                                                  | ○        | ○      | ○                     | ○            | ○    | ○    | ●       | ●     | ○        | ●     | ●       |
| Equity, inclusion and diversity                                   | ○        | ○      | ○                     | ○            | ○    | ○    | ○       | ○     | ○        | ●     | ○       |

# Annexes

## Safety First

### Safety Management System (SMS)

The Safety Management System (SMS) currently has 18 procedures. The system has an occupational health and safety scope with respect to our own employees and contractors, the environment and road safety. It can serve as a basis for achieving ISO 45001, ISO 14001 and ISO 39001 certifications.

## Safety Management System Scheme

### SMS Controls

#### Holding

- *Monthly Reports*
- *Quarterly Reports*
- ALEATICA Safety committee

#### Common

- Safety Annual Planning
- Safety Annual Objectives
- Safety Annual Reporting
- Identification and evaluation of legal and other requirements
- Hazard identification and risk assessment
- Annual training and inductions plan
- Work accidents reporting and investigation
- Personal Protection Equipment delivery
- Identification and evaluation of significant environmental aspects
- Annual non-financial information reporting campaign
- Carbon footprint calculation
- Monitoring and control of environmental KPIs
- Monitoring and compliance with environmental legislation
- Medical examinations
- Anti-doping (depending on country legislation)
- Worker safety committee
- Global health committee
- Global safety Committee
- Industrial hygiene studies
- Applied Psychosociology Studies
- Emergency plans and controls related to emergencies
- Information campaigns
- Safety audits

#### Company

- Company
- IMSR contractors
- Equipment verifications
- Operational controls of machinery, hand tools, signaling elements, lifting, etc.
- Company Safety Committee
- PRA (Accident Reduction Program):  
\*highways
- Customer / Driver Accident Investigation Reports



# Annexes

## Hazard Identification, Risk Assessment and Incident Investigation

At BreBeMi's Business Unit in Italy, the Job Hazard Assessment (JHA) program was initiated for the first time in 2022 adding some 234 cumulative hours, 13 sessions, a new identified risk and a modified protocol to the original project.

## Occupational Health and Safety Training of Employees

Main topics of the Occupational Health and Safety training:

| Nº | Course Name                                                 |
|----|-------------------------------------------------------------|
| 1  | COVID-19                                                    |
| 2  | Evacuation                                                  |
| 3  | Evacuation Procedure                                        |
| 4  | Building Evacuation                                         |
| 5  | Basic Civil Protection Talk                                 |
| 6  | Evacuation and Retreat Course                               |
| 7  | Lighting NOM-025- STPS-2008                                 |
| 8  | Safety in the Use of Tools                                  |
| 9  | Hand Tools Training                                         |
| 10 | LOTTO Labeling and Padlocking                               |
| 11 | <i>Job Hazard Assessment</i>                                |
| 12 | Occupational Health and Safety                              |
| 13 | Training in Occupational Hazards and Accident Prevention    |
| 14 | NOM-017-STPS-2008 Personal Protective Equipment             |
| 15 | Specific Personal Protective Equipment Training             |
| 16 | Training in the Use of Personal Protective Equipment        |
| 17 | PPE Selection, Use and Handling in the Workplace            |
| 18 | Active Health Breaks                                        |
| 19 | Handling of Hazardous Chemical Substances NOM-005-STPS-1998 |
| 20 | Globally Harmonized System NOM- 018-STPS2015                |
| 21 | Safety Conditions NOM-001-STPS-2008 Facilities              |
| 22 | Colors and Signs NOM-026-STPS-2008 Risk Identification      |
| 23 | Response to Hazardous Materials Incidents                   |
| 24 | Psychosocial Risk Factors NOM-035-2018                      |
| 25 | Ergonomic Risk Factors NOM-036-STPS-2018                    |
| 26 | Order and Cleanliness 5s                                    |

| Nº | Course Name                                                                                                 |
|----|-------------------------------------------------------------------------------------------------------------|
| 27 | Road Works Signaling                                                                                        |
| 28 | Attention to Road Emergencies                                                                               |
| 29 | Attention to Emergencies (Earthquakes, Fires, Demonstrations, Robberies, First Aid)                         |
| 30 | Handling of Loads and Overstrains                                                                           |
| 31 | Slip and Fall Prevention (PPE and Best Practices for Facilities)                                            |
| 32 | Object Entrapment Prevention (PPE and Facility Best Practices)                                              |
| 33 | Construction, Safety and Health Conditions in the Workplace                                                 |
| 34 | Establishment, Integration, Organization and Operation of Health and Safety Commissions (NOM-019-STPS-2011) |
| 35 | Road Safety                                                                                                 |
| 36 | Safe handling of 10 TON cranes                                                                              |
| 37 | Use and Handling of Fire Extinguishers                                                                      |
| 38 | Signaling and flagging                                                                                      |
| 39 | Static electricity risks NOM-022-STPS-2015                                                                  |
| 40 | Maintenance of electrical installations NOM-029-STPS-2012                                                   |
| 41 | First aid                                                                                                   |
| 42 | Defensive driving training                                                                                  |
| 43 | Backhoe and boom training                                                                                   |
| 44 | Heavy machinery handling training                                                                           |
| 45 | Fire prevention and firefighting (NOM 002 STPS)                                                             |
| 46 | Safe use of machinery (NOM-004-STPS)                                                                        |
| 47 | Manual handling of loads (NOM-006)                                                                          |
| 48 | Electrical safety (GROUNDING NETWORK NOM-022-STPS)                                                          |
| 49 | Safety in work at heights (NOM-009-STPS)                                                                    |
| 50 | Safety in cutting and welding (NOM-027-STPS)                                                                |
| 51 | Safety in confined spaces (NADF 033)                                                                        |
| 52 | Recognition, evaluation and control of chemical pollutants in the work environment.                         |
| 53 | Road Safety (attention to road emergencies).                                                                |
| 54 | Functions of the Flagperso <sup>88</sup>                                                                    |
| 55 | Signaling of Road Works and Incidents                                                                       |
| 56 | Backhoe and Boom                                                                                            |
| 57 | CPR course                                                                                                  |

88. Personnel in charge of making hand signals for traffic control procedures using flags, signs or lamps to allow the safe and expeditious movement of vehicles and pedestrians through or around work zones. Taken from the Mexican Institute of Transportation: <https://imt.mx/resumen-boletines.html?IdArticulo=546&IdBoletin=195>

# Annexes

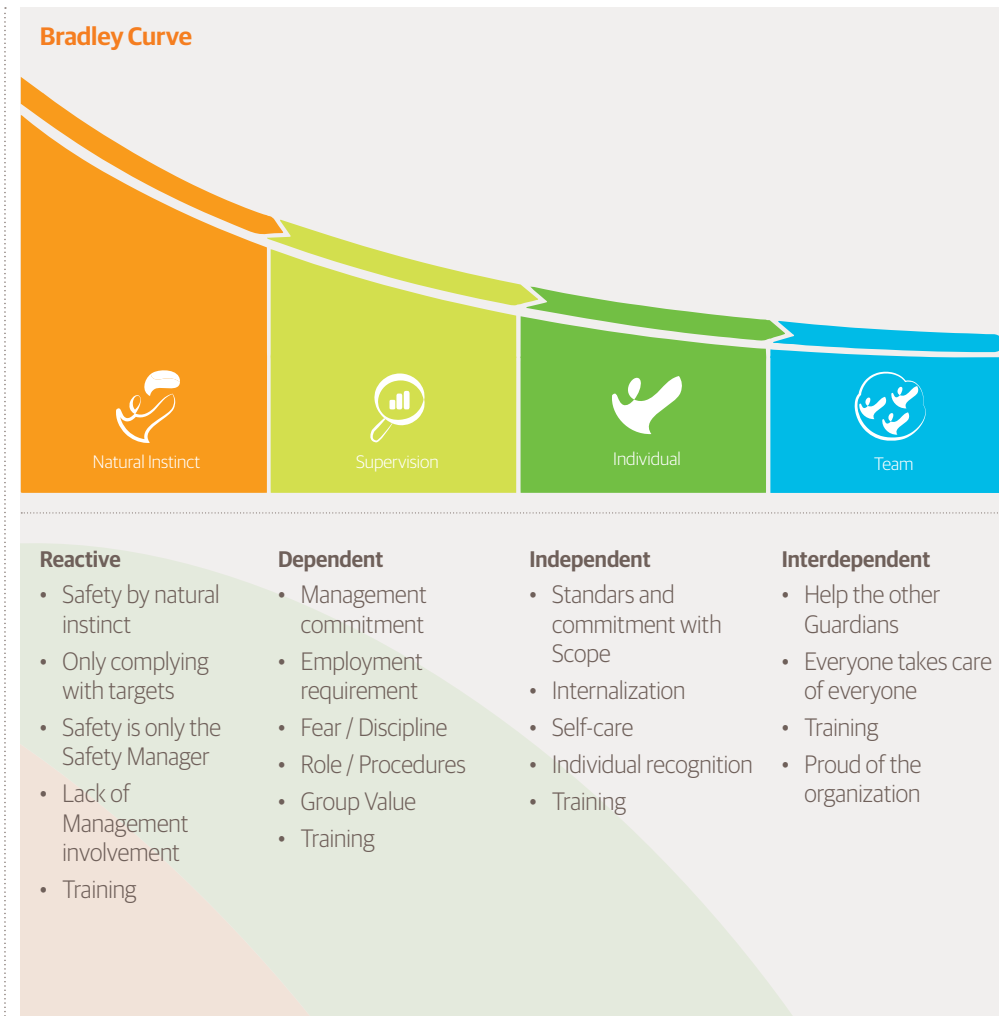
## Safety Maturity Level

All the initiatives mentioned above have the main objective of continuing to permeate the safety culture within the organization at all levels. We are convinced that we are advancing in the security culture through the Bradley Curve, where we are moving from the status of dependence to the status of independence.

The goal for 2025 is for all Business Units to be at the interdependent status.

As stated in the previous report, in 2021 a safety study was conducted to place the Mexican Business Units on the Bradley Curve. During 2022, the consulting firm completed Phase II of the study and the final report was received. A great progress of the Mexican Companies from 2018 to date was recognized. GANA, CONMEX, VB and AuNorte were exiting the dependency phase and entering the independence phase.

The action plan to address the consultant's recommendations has focused on improving the training management process, ensuring change management, further refining the communication strategy, and strengthening contractor prequalification processes and internal audits.



## Global Technical Management

The Global Technical Department works hand in hand with the Control and Technical Support Department, both within the Operations Department. In turn, it receives support from the Planning, Risk and Reporting Department. The above structure guarantees the quality of service of our infrastructures throughout their entire life, from the initial investment stage, participating in the operation phase, to the end when the infrastructure is returned to the grantor under the minimum conditions established in the corresponding concession title.

To this end, the Global Technical Department provides support in preparing and monitoring the planning and economic control processes, as well as in managing the technical risks associated with the activities of the operating and investment companies, relying on a multidisciplinary team of specialists that coordinates and supports the execution of the most relevant technical projects carried out within the Business Units.

At ALEATICA, safety is our priority. Our main objective is to achieve excellence in safety and thus become a benchmark for both our customers and our employees, always based on operational excellence.

Our pillars of Safety, Customer Service and Sustainability are continuously present in any of the phases of our concessions, from the engineering stage to the operations phase.

# Annexes

Throughout 2022, we have continued with the execution of the main works in the Business Units that are in the investment phase, while continuing to develop the maintenance works included in the long-term maintenance plans of each of our concessions in the Business Units that are in the operation phase.

One of ALEATICA's Global Technical Management main objectives is to ensure compliance and monitoring of the contractual indicators during the investment and operation phases and throughout the life of the Business Unit, with the least possible impact on the customers.

In this line, said department has collaborated with different Business Units in the process of implementing the Toll Road Management System, which, through data entry and calculation of metrics, contributes to the monitoring and fulfillment of these indicators.

In general terms, in order to increase the safety and quality of future service, we have implemented the following general measures:

- Improving initial designs by modifying geometry, radii of curvature, camber, among other technical aspects.
- Increasing safety factors considered in the original designs.
- Provide technical support in the evaluation of road safety investments.

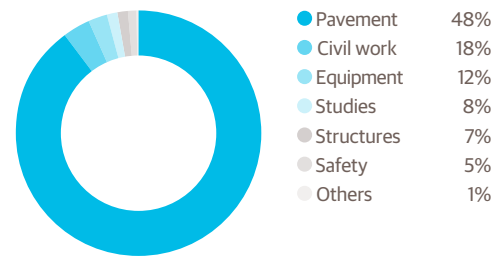
In addition, ALEATICA's Global Technical Department worked very actively with the Circuito Exterior Mexiquense in the design of the construction of the access to the Felipe Angeles International Airport, the second largest road distributor in Mexico, optimizing both designs and construction procedures, as well as in the planning of the works.

Processes have continued to verify that construction contracts include the safety clauses associated with the type of work. The review of these plans is carried out by an independent group designated for this purpose. We have also established independent supervisions and quality controls to contractors, which allow us to verify that the actions are executed with quality and guarantee an improvement in the customer's experience when using our infrastructure, always complying with the approved safety plans.

We have also continued to have regular multidisciplinary meetings in which the Technical and Safety areas of both the Business Units and ALEATICA are present, since we are directly responsible for providing our customers and employees with a safe and efficient transport service.

For each and every action we carry out during major maintenance, we strive for an intrinsic improvement of the service to our customers, as well as a reinforcement of safety. We perform periodic inspections and maintenance of all the elements of the road, as well as studies of our assets in order to prevent, optimize and improve our infrastructures.

### Major Maintenance Investment<sup>89</sup>



As part of the activities carried out at ALEATICA, we highlight the interventions on the pavement with the aim of providing safe routes that guarantee the comfort of our customers.

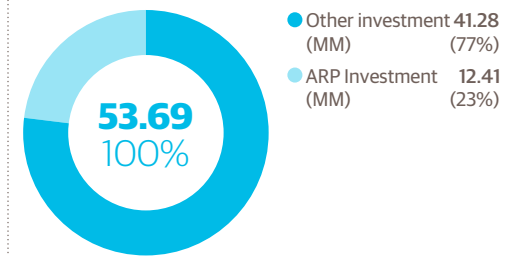
In addition, we contribute to sustainability, since well-maintained roads help to reduce emissions from the vehicles that circulate on them. We have also increased, replaced and improved the quality of the equipment and signaling systems present in our infrastructures.

<sup>89</sup> Percentages of investment executed in 2022 with respect to the total in Major Maintenance for a value of 53,685,743 euros for the CONMEX, GANA, AuNorte, VB, AuNor, BreBeMi, M45, TMS and ARM Business Units. Machinery and Equipment has been included in the Other category.

All major maintenance actions executed in 2022 have been accompanied by a specific safety plan for their execution applying ALEATICA standards, which include both technical and safety criteria in order to maximize quality and safety.

Aligned with transparency and corporate integrity, during 2022 the Technical Management continued to monitor investments through the reporting tool, continuously following up on the monthly production progress made in the Business Units, both in the investment and operation phases.

### ARP Investment in major maintenance- MM Millions of euros



During 2022, the Global Technical Directorate monitored the major maintenance activities included in the approved ARP.

With regard to Major Maintenance, the investment of PRA projects accounted for 23% of the total Major Maintenance investment of the Business Units with PRA projects in 2022.

# Annexes

## Passion for the Team

### Type of Contract and Shift:

| Job category                      | Type of contract |           | Type of shift |           |           | Total |              |
|-----------------------------------|------------------|-----------|---------------|-----------|-----------|-------|--------------|
|                                   | Permanent        | Temporary | % Permanent   | Full-time | Part-time |       | % Full-time  |
| <b>Executives</b>                 | 154              | 0         | 100%          | 153       | 1         | 99,4% | <b>154</b>   |
| <b>Middle Management</b>          | 357              | 1         | 99,7%         | 355       | 3         | 99,2% | <b>358</b>   |
| <b>Administrative/Operational</b> | 1.924            | 16        | 99,2%         | 1.895     | 45        | 97,7% | <b>1.940</b> |

| Age range     | Type of contract |           | Type of shift |           |           | Total |              |
|---------------|------------------|-----------|---------------|-----------|-----------|-------|--------------|
|               | Permanent        | Temporary | % Permanent   | Full-time | Part-time |       | % Full-time  |
| <b>&lt;30</b> | 393              | 8         | 98%           | 385       | 16        | 96,0% | <b>401</b>   |
| <b>30-45</b>  | 1.360            | 4         | 99,7%         | 1.341     | 23        | 98,3% | <b>1.364</b> |
| <b>46-55</b>  | 514              | 5         | 99%           | 509       | 10        | 98,1% | <b>519</b>   |
| <b>&gt;55</b> | 168              | 0         | 100%          | 168       | 0         | 100%  | <b>168</b>   |

| Gender       | Type of contract |           | Type of shift |           |           | Total |              |
|--------------|------------------|-----------|---------------|-----------|-----------|-------|--------------|
|              | Permanent        | Temporary | % Permanent   | Full-time | Part-time |       | % Full-time  |
| <b>Man</b>   | 1.598            | 9         | 99,4%         | 1.586     | 21        | 98,7% | <b>1.607</b> |
| <b>Woman</b> | 837              | 8         | 99,1%         | 817       | 28        | 96,7% | <b>845</b>   |

### Hiring by Country and Age Range:

| Country         | <30 | 30-45 | 46-55 | >55 |
|-----------------|-----|-------|-------|-----|
| <b>Mexico</b>   | 161 | 210   | 52    | 8   |
| <b>Spain</b>    | 6   | 6     | 3     | 0   |
| <b>Chile</b>    | 8   | 11    | 3     | 1   |
| <b>Colombia</b> | 6   | 20    | 5     | 1   |
| <b>Peru</b>     | 15  | 17    | 2     | 0   |
| <b>Italy</b>    | 3   | 4     | 6     | 0   |

### Turnover by Age and Country:

| Age           | Total number of voluntary departures | Total number of involuntary departures |
|---------------|--------------------------------------|----------------------------------------|
| <b>&lt;30</b> | 74                                   | 70                                     |
| <b>30-45</b>  | 152                                  | 132                                    |
| <b>46-55</b>  | 22                                   | 33                                     |
| <b>&gt;55</b> | 12                                   | 19                                     |

| Country         | Total number of voluntary departures | Total number of involuntary departures |
|-----------------|--------------------------------------|----------------------------------------|
| <b>Mexico</b>   | 195                                  | 224                                    |
| <b>Spain</b>    | 6                                    | 4                                      |
| <b>Chile</b>    | 8                                    | 0                                      |
| <b>Colombia</b> | 30                                   | 12                                     |
| <b>Peru</b>     | 14                                   | 11                                     |
| <b>Italy</b>    | 7                                    | 3                                      |



# Annexes

## Absenteeism by Country:

| Country      | Hours worked per year | Absence hours | % absenteeism |
|--------------|-----------------------|---------------|---------------|
| Mexico       | 4.634.982             | 41.800        | 0,90%         |
| Spain        | 304.357               | 0             | 0,00%         |
| Colombia     | 457.632               | 6.928         | 1,5%          |
| Chile        | 236.817               | 8             | 0,00%         |
| Peru         | 489.151               | 41.104        | 8,40%         |
| Italy        | 248.812               | 1.013         | 0,41%         |
| <b>Total</b> | <b>6.371.751</b>      | <b>90.853</b> | <b>1,43%</b>  |

## Minimum Wage by Country:

| Country  | Minimum monthly wage in euros | Initial minimum wage for women in euros | Initial minimum wage for men in euros |
|----------|-------------------------------|-----------------------------------------|---------------------------------------|
| Mexico   | 240,32 €                      | 240,32 €                                | 240,32 €                              |
| Spain    | 1.280,53 €                    | 1.280,53 €                              | 1.280,53 €                            |
| Chile    | 955,82 €                      | 1.015,39 €                              | 955,82 €                              |
| Peru     | 251,58                        | 270,62 €                                | 251,58 €                              |
| Italy    | 1.761,01                      | 2.312,69€                               | 1.761,01€                             |
| Colombia | 223,13 €                      | 223,13 €                                | 223,13 €                              |

## Training by Gender:

| Gender | 2021                      |                       | 2022                      |                       |
|--------|---------------------------|-----------------------|---------------------------|-----------------------|
|        | Average hours of training | Total number of hours | Average hours of training | Total number of hours |
| Men    | 25,80                     | 43.356,45             | 32,49                     | 52.219                |
| Women  | 18,26                     | 14.477,80             | 20,37                     | 17.214                |

## Average Gross Income by Gender:

| Gender | Average wage in euros 2020 | Wage Gap % 2020 | Average wage in euros 2021 | Wage Gap % 2021 | Average wage in euros | Wage Gap % 2022 |
|--------|----------------------------|-----------------|----------------------------|-----------------|-----------------------|-----------------|
| Men    | 18.996,00 €                |                 | 20.185,47 €                |                 | 21.098,98 €           |                 |
| Women  | 12.574,65 €                | 34%             | 14.030,36 €                | 30%             | 15.031,65 €           | 29%             |

## Training by Job Category:

| Job                        | 2021                      |                       | 2022                      |                       |
|----------------------------|---------------------------|-----------------------|---------------------------|-----------------------|
|                            | Average hours of training | Total number of hours | Average hours of training | Total number of hours |
| Administrative/Operational | 23,85                     | 47.414,06             | 30,53                     | 59.227                |
| Middle Management          | 25,55                     | 7.190,08              | 22,74                     | 7.412                 |
| Executives                 | 22,91                     | 3.230,83              | 18,14                     | 2.794                 |

# Annexes

## Average Gross Income by Labor Category:

| Labor                               | 2021         |             |          | 2022         |             |          | 2023         |             |          |
|-------------------------------------|--------------|-------------|----------|--------------|-------------|----------|--------------|-------------|----------|
|                                     | Men          | Women       | Wage gap | Men          | Women       | Wage gap | Men          | Women       | Wage gap |
| <b>Executive</b>                    | 117.540,62 € | 76.130,53 € | 35%      | 119.929,09 € | 75.730,91 € | 37%      | 120.597,92 € | 81.402,45 € | 33%      |
| <b>Middle Management</b>            | 35.622,53 €  | 32.892,69 € | 8%       | 34.919,95 €  | 32.787,84 € | 6%       | 35.133,77 €  | 33.096,04 € | 6%       |
| <b>Administrative / Operational</b> | 8.904,19 €   | 7.950,82 €  | 11%      | 9.440,52 €   | 8.991,44 €  | 5%       | 9.165,62 €   | 8.350,93 €  | 9%       |

## Average Gross Income by Age:

| Age           | 2020        | 2021        | 2022        |
|---------------|-------------|-------------|-------------|
| <b>&gt;55</b> | 38.723,69 € | 36.378,57 € | 33.988,90 € |
| <b>46-55</b>  | 23.551,98 € | 26.947,45 € | 28.776,31 € |
| <b>30-45</b>  | 14.652,23 € | 16.076,84 € | 16.671,42 € |
| <b>&lt;30</b> | 7.070,77 €  | 7.430,96 €  | 8.037,26 €  |

## Rate and Number of Employees Who Returned to Work After Parental Leave Ended, by Gender, in 2022:

|                                      | Hombre | Mujer |
|--------------------------------------|--------|-------|
| <b>Number of returning employees</b> | 18     | 12    |
| <b>Rate of returning employees</b>   | 72%    | 52%   |



# ALEATICA

Smart & Sustainable Infrastructure