



ALEATICA

Smart & Sustainable Infrastructure

WE GO BEYOND

SUSTAINABILITY REPORT

ALEATICA 2020

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MESSAGE FROM THE CEO



OUR BUSINESS



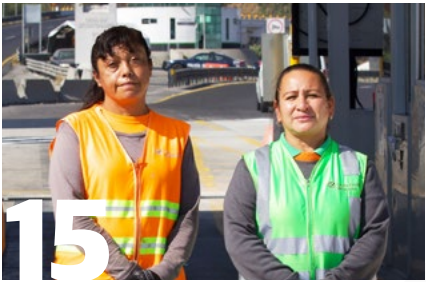
OUR ESG JOURNEY



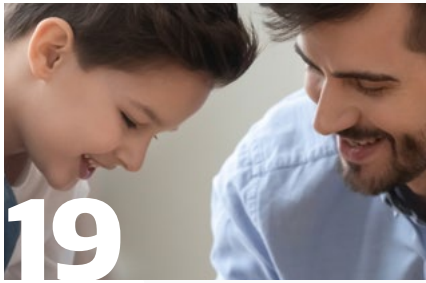
SAFETY FIRST



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COVID-19: RESPONDING TO THE PANDEMIC

MESSAGE FROM THE CEO

ALEATICA's second Annual Sustainability Report tells the story of our continued efforts to increase our engagement with the communities in which we operate and consolidate our place as an emblematic, responsible company.

As we were planning the steps to be taken in 2020, we could not have foreseen the extraordinary actions that would be required because of the COVID-19 pandemic. In this trying year, the company directed resources to where they were needed most. At the outset we committed to not let go any of our workers as a result of to this moment of crisis, and I am proud that we fulfilled this promise. Furthermore, we implemented strict sanitary protocols and modified procedures to provide our team with safe working conditions.

The company put its weight behind a COVID-19 Aid Plan to help many low-income families and those dependent on the informal economy around our business units. We provided food support to approximately 130,000 persons in Colombia, Chile, Peru and Mexico, hygiene and sanitization aid to around 8,000 persons in Mexico,

and emotional support to many more individuals, focusing especially on children and women. We joined forces with several partners, including Save the Children in Ecatepec, Nezahualcóyotl and Chimalhuacán, Mexico, national and local government agencies in Perú, and with various partners in the port of Valparaíso, Chile.

Importantly, we do not conceive these actions as isolated initiatives. On the contrary, our response to the pandemic is very much a part of building the leading corporation we are determined to be. As such, it is fully aligned with the five core pillars that guide all our actions: Safety First, Social and Environmental Sustainability, Excellence in Service, Transparency and Corporate Governance, and Passion for Our Team.

In ALEATICA we continue advancing in our understanding of the paths to enhance collaboration with key



stakeholders. There is an ever-increasing awareness within society of the need to account for the consequences that all actions have on present and future generations.

The past year left us many valuable lessons. On an operational level, we have seen the potential of hybrid work schemes to create a more inclusive working environment, and of using technology to improve our service, as indicated by the launch of our app. Perhaps more significantly, it is clearer than ever that companies need to listen to the shifting priorities of those they provide services to.

We are well on our way to show what it means to be a new breed of transportation company. A case in point is our strategy to improve safety and reduce risks for our customers, employees, and contractors. We continue to focus on a "zero vision" (eventually reaching

zero fatalities and serious injuries), as customer registered injuries decreased by 36.3 percent in 2020. The same is true of what we are doing to address our environmental footprint, where we increased 11 percent our self-generated clean energy over the last 12 months.

We also participate in the United Nations Global Compact, a voluntary call for the private sector to align its strategies and operations with universal principles on human rights, labor, environment, and anti-corruption. We are making strides as our presence grows across multiple jurisdictions, including through our recent entry in the Italian market by the acquisition of the Brebemi toll road.

Overall, we view our efforts as a journey. We know it requires sustained efforts, a principled corporate culture, and clear long-term goals.

On behalf of our global team, thank you for being part of our community. We look forward to an ever-stronger collaboration with our partners, and to providing quality services, in the years ahead.

**Sincerely,
Kenneth Frederick Daley
CEO**

OUR BUSINESS

ALEATICA IS A PURE OPERATOR OF TRANSPORTATION INFRASTRUCTURE ASSETS FOCUSED ON EUROPE AND LATIN AMERICA, WITH CONCESSIONS IN CHILE, COLOMBIA, SPAIN, ITALY, MEXICO, AND PERU. OUR EXPERIENCED GLOBAL TEAM HAS A KEY GOAL: PROVIDE BEST-IN-CLASS SERVICE AND SAFE, SUSTAINABLE INFRASTRUCTURE SOLUTIONS SUPPORTED BY CUTTING-EDGE TECHNOLOGY FOR DECADES TO COME. AS WE MANAGE EACH ROAD, PORT, RAILWAY, AND AIRPORT, WE NEVER TAKE OUR EYES OFF THE LONG TERM.

We provide the smart infrastructure solutions that a world in constant movement requires. To this end, we work every day to improve the quality of life of our customers and employees as well as our surroundings; we develop technological projects for sustainable mobility and generate alliances with organizations committed to improve conditions in the communities in which we operate and to care for the environment.

We are committed to creating safe infrastructure, connecting our customers with their destinations. Our five pillars guide our actions both at the corporate level and in every asset that we operate.



SAFETY FIRST

Safety is and always will be our top priority. We take care of every customer and every employee. It is an attitude present in ALEATICA's culture.



PASSION FOR THE TEAM

Our people, with their commitment, passion, and vision, make it possible to achieve the results and the mission we set out as a company. We prize effort, commitment, and collaboration. We seek to advance a balance between work and personal life.



SERVICE EXCELLENCE

Our *raison d'être* is the people we serve. We take care of our customers. We apply a systemic and innovative approach to provide a high added value service. We are allies of our customers.



SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

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



TRANSPARENCY AND CORPORATE GOVERNANCE

We apply the highest standards of corporate governance. We adopt the best international practices to guarantee transparency. We seek efficiency and integrity in the service we provide.

OUR ESG JOURNEY

2018

AUG	ALEATICA is founded, bringing to life its vision of creating smart transport solutions that contribute to the sustainable development of the planet.
SEPT	Demonstrating its commitment to transparency, the company appoints a Chief Global Compliance and Risk Management Officer, Chief Legal Officer and, in Mexico, three additional independent directors to the Board of Directors. IFM Investors, ALEATICA's controlling shareholder, and <i>Transparencia Mexicana</i> sign an MOU for collaboration on best compliance and transparency practices within ALEATICA's operations.
NOV	ALEATICA is ranked as a top company by the prestigious Corporate Integrity 500 ranking by <i>Grupo Expansión</i> and Mexicanos Contra la Corrupción y la Impunidad. Autopista del Norte is showcased as a success story by the International Project Financing Association (IPFA) for its implementation of international standards on socio-environmental management of infrastructure projects.
DEC	ALEATICA implements an integrated Safety Management System approach, creating a Safety Management System to continuously improve safety for customers and employees.

2019

APR	ALEATICA publishes the concession titles of the <i>Circuito Exterior Mexiquense</i> and Viaducto Bicentenario, making it the first operator to do so.
JUNE	The Rio Magdalena Toll Road launches its Comprehensive Community Training Plan, which promotes education, work training, entrepreneurship, and productive projects in surrounding communities.
SEPT	ALEATICA creates a Global Director of Internal Audit position and strengthens its Global Compliance and Risk Management Division as a part of its sustained corporate governance, transparency, and compliance efforts.
DEC	In 2019, eight of ALEATICA's concessions receive certification under the OSHA's 18001 Standard, of which five migrated to the ISO 45001 standard. Moreover, six concessions complete International Road Assessment Program (iRAP) protocols, implementing discreet safety enhancement actions.

2020

JAN	ALEATICA expands its Global Safety Management System, updating the guidelines for managing Health and Safety. This includes an 8.1-million-euro investment in its Accident Reduction Program during 2020.
MARCH	ALEATICA launches its COVID-19 Support Plan, providing food aid to 130,000 persons in neighboring communities, and 8,000 more with hygiene and sanitation programs amid the challenges of the pandemic.
JULY	ALEATICA publishes its first annual Sustainability Report, covering fiscal year 2019.
NOV	ALEATICA signs an MoU with Red Cross of Mexico for 'We Are All Road Safety' education program to promote a culture of road safety through training in local communities and the development and implementation of programs for accident prevention and timely response.
DEC	Aleatica had a 38% reduction in water consumption from the distribution network (pressure pipes, canalization and irrigation canals), adopting technology and infrastructure for its optimal use.

SAFETY FIRST

STRATEGY

Safety is our priority. We take pride in our comprehensive view of how to improve road safety, focusing not just in the quality of our roads, but also extending our efforts to 'external' factors: from engaging with partners to improve the safety culture among drivers, to helping contractors to improve their safety standards so that they're able to meet ours.

2020 was a pivotal year for our Safety strategy, in place since the establishment of our company. It has now been fully incorporated into the different processes and priorities for our assets and will guide ALEATICA's actions in the coming years. This allows us to operate responsibly, avoid risks for our employees and our customers, and ensure the sustainability of our business.

IMPACT

Through the implementation and improvement of our safety strategy and initiatives, in 2020 we achieved a 37% reduction of customer registered injuries, corresponding to 813 injuries, and a 13% reduction in customer fatalities.



TOTAL FREQUENCY OF REPORTED INJURIES (LTIFR)

9.88
-3.8% from 2019 to 2020.



INCIDENCE RATE (LTIIR)

2.23
-1% from 2019 to 2020.

There was also an overall 12.3% reduction in the accident rate among our personnel, with respect to 2019.



SAFETY TRAINING HOURS

35,963
+175% from 2019 (13,078 hours) to 2020.





SAFETY FOR OUR CUSTOMERS

In 2020 we expanded the **GLOBAL Safety Management System (SMS)** which establishes the guidelines for managing Health and Safety at ALEATICA. The system is based on continuous improvement cycles and is aligned with ISO 9001, ISO 14001 and ISO 45001 international standards.

This year was key in the development of the **Accident Reduction Programs (PRA in Spanish)**, which set ALEATICA's road safety strategy for the next five years. It considers 'accident rate' as an integrated variable comprised of the three factors that are viewed as the main precursors of an accident: Road, Customer and Vehicle.

ALEATICA is committed to the accident reduction objective of the **"Decade of Action for Road Safety"**, recently adopted by the United Nations for the years 2021-2030. The goal is to reduce by 50% the

accidents with injuries and the fatalities in our highways, as established in the Sustainable Development Goals.

In 2020, the company invested approximately 8.1 million euros in PRAs at the global level, an increase of 8.33%. To continue advancing safety and the quality of our service in the future, we have committed to the continuous implementation of the following general measures:

- Improving initial designs by modifying geometry, radii of curvature, camber, etc.
- Increasing safety factors considered in the original designs.
- Updating the type of lighting, while adopting more environmentally sustainable systems.

WE ARE ALL ROAD SAFETY PROGRAM

As a transportation company, we are committed to promoting a comprehensive approach to road safety within society. In November 2020, we signed a collaboration agreement with the Mexican Red Cross for the development of the *We are all Road Safety Program*, which promotes a culture of road safety through training and the development and implementation of programs for accident prevention and timely response.

Adapting to limitations derived from the COVID-19 pandemic, CONMEX collaborated with six schools in vulnerable areas of Ecatepec to provide 3,570 hours of virtual training to 1,785 people. AuNor, in collaboration with the Road Safety Directorate of the Peruvian Ministry of Transport and Communication (MTC), conducted an analysis of urban accidents on AuNor, highlighting that speeding is the main cause of accidents, and ARM, in collaboration with the local Traffic and Transportation Police, have carried out training programs of *We Are All Road Safety*.

BU	TRAINED	# PARTICIPANTS	# TRAININGS	HOURS	TYPE
ARM	Road costumers	971	34	30	in situ
ARM	Employees	65	12	9	in situ
ARM	Community	38	3	3	in situ
AUNOR	Road costumers	246	29	174	on line
CONMEX	Schools	1785	30	3570	on line

AuNorte and Viaducto Bicentenario will carry out in-person trainings in schools once these re-open when sanitary conditions allow it. Six schools have already been identified through an analysis of sinistrality that was carried out in collaboration with the Red Cross.

SAFETY FOR OUR EMPLOYEES

The safety of our employees and contractors is also a priority for us. The Safety First Plan includes different projects that will help us move towards a cultural change in Occupational Health and Safety.

NEAR MISS PROJECT

Near Miss aims to internalize the identification of unsafe actions and conditions. It has been implemented in all ALEATICA Business Units, globally, through the digital platform **ALEATICA Safety Reporting (ASR)**. This has been an essential step forward in the cultural change we want to achieve in Health and Safety. For the implementation of this platform, two modalities have been proposed: Regular and COVID-19.

JOB HAZARD ASSESSMENT PROGRAM

With the **Job Hazard Assessment (JHA)** program, every worker is empowered to actively participate in identifying hazards and evaluating risks to which they are exposed.

The operation of the program was affected by the COVID-19 pandemic. It was restarted in the CONMEX Business Unit in the last four months of 2020, utilizing hybrid training processes (virtual, and face-to-face with sanitary protocols).



Globally, the scope of application of the program is as follows:

2,321
Covered employees

9,480
Total employee-hours used

598
Total number of sessions

SAFETY FOR OUR CONTRACTORS

In 2020 we continued implementing the strategy, established in 2019, whereby every contractor must comply with the **Mandatory Safety Requirement (MSR)**. This is verified by a Safety Control Group, a multi-unit structure within ALEATICA that reviews and approves the safety plans of the company's suppliers and contractors.

In 2020, all contracts were amended to also include COVID-19 safety parameters. Specific COVID-19 clauses were in place for all contractors.

Fatal accidents involving contractors decreased by 67% with respect to 2019. Three fatalities were registered in 2019, and one in 2020. This is still one too many. We will continue to

maintain a zero-accident target and foster a closer relationship with our contractors.

HEALTH SERVICES

The COVID-19 pandemic was a central priority of our health-related efforts. We launched a significant information campaign and implemented all local level social distancing and contagion prevention measures. A specific section of this report is dedicated to these policies and programs.

In parallel, we continued with pre-existing initiatives. Directly related

to our operations, we maintained our anti-doping policies, an essential process to ensure the safety of employees and contractors in the direct operating environment. Other activities included an influenza vaccination campaign that covered 517 people and disseminated information on breast cancer prevention. Alongside a non-governmental organization, we held webinars on Asperger's syndrome and other types of autism.



PASSION FOR THE TEAM

STRATEGY

We are committed to raising the bar in the transport industry. Our goals is not just to ensure compliance with local and international regulations but to guarantee maximum respect for the principles of human rights. We are becoming a standard bearer in terms of providing a safe, inclusive, and collaborative work environment that allows us to develop the maximum potential of our employees.

Excellence comes from within. Thanks to the commitment and dedication of all our employees, we have maintained our customer service levels and we have also been able to address emergent challenges, such as the pandemic caused by COVID-19.

IMPACT¹



NUMBER OF EMPLOYEES

2,454

1,698 men

+ 13% VS 2019 (1,497 men).

756 women

+ 12% VS 2019 (647 women).



WOMEN EXECUTIVES

8 managerial positions

33% more than in 2019.



EMPLOYEES UNDER COLLECTIVE BARGAINING AGREEMENTS

1,419

equivalent to **52%**.



TRAINING HOURS

69,118

¹ Information on the following Business Units is not considered: Mexico (Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente).



TALENT MANAGEMENT

In 2020, we completed a **Training Needs Detection (DNC in Spanish)** exercise to better understand the knowledge and skills that the company needed to develop or strengthen to continue being a new breed of transportation company. To address these training needs, more than

100 thousand euros were invested in training and development programs to improve the technical and personal skills, specialization, and safety of our workforce, as well as to ensure compliance with our values and principles.

COMPENSATION AND BENEFITS

At the outset of the pandemic, ALEATICA committed to not let go any of its workers as a result of to this moment of crisis. This is a promise that has been kept.

In May 2020, we implemented a new compensation structure that redefined the criteria for eligibility for the payment of short-term bonuses or performance incentives for executive-level employees. These new structures ensured total annual compensation was not reduced.

We continued to offer measures that strengthen work-life balance and digital disconnection. In 2020 a platform was included for employees and family to have access to physical activity centers, personal coaches, live classes and wellness applications (meditation, nutrition, therapy, etc.)

EQUALITY, DIVERSITY AND INCLUSION

At ALEATICA, we are committed to recruiting the best talent regardless of gender and age. During 2020, 34% were women.

The Gender Equality Policy is based on the following guiding principles and behavior guidelines: equal treatment for men and women,


ensuring that there is no direct or indirect discrimination based on gender, prohibition of moral harassment, zero tolerance to sexual harassment and the principle of indemnity against retaliation.

REIMAGINE ALEATICA

The goal of Reimagine ALEATICA is to integrate a new way of working into the company’s culture where our office-based employees will be able to work two days a week from home, two days at our offices, and with flexibility on Fridays.

This new hybrid work scheme will be supported by the necessary technology to promote remote collaboration and productivity management. The benefits of the project will be reflected in increased quality of life for employees, increased efficiency in ALEATICA’s operating expenses, and a reduced carbon footprint.

The potential costs and benefits of our Reimagine program for various stakeholders are as follows:

OUR COMMUNITY	TRADITIONAL APPROACH	CRISIS MODE	HYBRID MODEL	ESTIMATED IMPACT
	100% OFFICE	100% HOME	OPTIMIZED BALANCE	
 Our Team	✓ Maximum direct interaction with team and manager ✗ Long and stressful commute ✗ Poor life-work balance ✗ High expenses (transp. & lunch)	✓ No commute ✓ Maximum time spent with family ✓ No work-related expenses ✗ Difficulty to separate work from personal life ✗ Anxiety and difficulty to maintain engagement	✓ Minimized commute ✓ Increased time spent with family ✓ Reduced work-related expenses ✓ Adequate structure to optimize work-life balance ✓ Optimized face time with team and supervisor	-180 hs/ year-FTE Avoided Commute
	✓ Maximum opportunity for team collaboration, and employee supervision, development and engagement ✗ High facility costs ✗ High travel expenses	✓ Continuation of critical agenda ✓ Zero travel expenses ✗ High facility costs ✗ Difficulty to manage productivity, and personnel development ✗ Delays on activities that require physical presence	✓ Reduced facility costs ✓ Reduced travel expenses ✓ Adequate structure to allow productivity management and personnel development ✓ Optimized staffing of activities that require physical presence	3-4 MM Euro Run Rate Savings
	✗ High environment impact (CO2 and pollution) ✗ High contribution to city congestion	✓ No direct impact to environment ✓ No contribution to city congestion	✓ Minimized impact to environment ✓ Minimized contribution to city congestion	2-3Million Kg CO ₂ Emissions Reductions

Before COVID, we were aware of the costs of our traditional approach...

...through the crisis we tested a better way, but found we can't sustain in time...

we just can't go back to the old ways. A WIN-WIN-WIN solution is possible!

SERVICE EXCELLENCE

STRATEGY

We have a comprehensive vision of our customers’ requirements and needs that transcends the quality of the roads, airports, and ports. We know they expect safety and reliable customer support. We aim to achieve the continuous evolution of our service through multichannel dialogue and process improvement. We strive for innovation at every step, through data collection systems and cutting-edge technologies that make our customers’ journey world-class.

IMPACT



AVERAGE SATISFACTION SURVEY RATING

9/10 vs 9.1/10

in 2019*



USE OF THE ALEATICA APP

6,316
invoices generated,
allowing customers to
receive this service in a
faster, safer way.



* Televia is not considered for the result as the methodology is different and is not applied in road assistance. This causes the result of the average rating of satisfaction surveys with respect to the Annual Sustainability Report 2020 to be different (8.8 vs. 9 indicated in this report).

CUSTOMER CARE AND SERVICE

In line with the [Service and Customer Care Improvement Plan](#), this year we conducted training sessions for both operational and administrative personnel, developing and utilizing manuals, guides, and didactic material, as well as adopting protocols for customer care and service. Our team is now able to immediately clarify concerns during interactions with our customers and continue to provide excellent service.

COVID-19 led to major changes in the daily lives of both customers and our employees. This implied a reduction in

traffic on most of our highways and transformed the way in which we serve our customers. To reinforce emerging protocols, as well as the correct use of protective equipment, we conducted virtual sessions for operational staff. Topics covered included means of contact with customers, decision-making, teamwork, technology, personal responsibility, and actions taken by ALEATICA for the wellbeing of all.

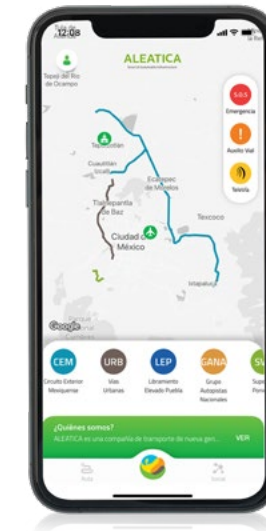
PROVIDING VALUABLE INFORMATION

Providing users with sufficient and adequate information is key to advance to our goal of zero fatalities and serious incidents in our roads. At GANA we installed 44 banners at each lane's barriers in the toll booths, advising on safe driving. This initiative was developed and implemented in coordination with the Global Operations and Customer Service areas.

The tips were selected taking into account the main causes of accidents: distractions while driving (such as cell phone use), aggressive driving, lack of skill, driving while tired, and non-human factors such as bad weather and mechanical failures.

Informing customers of our services and the way in which they can contact us is also key for us. We created a multi-platform educational campaign on towing services, insurance coverage and exclusions, road safety and tips for responsible driving, as well as health recommendations derived from the pandemic.

Circuito Exterior Mexiquense (CONMEX) also promoted the use of the TAG electronic payment system with TeleVía through its social media and Customer Service Centers (CACs in Spanish). It also completed the implementation of the Secure Sockets Layer (SSL) certificate on the website, which allows customers to access the billing portal more securely and easily.



OUR COMMITMENT TO INNOVATION: THE ALEATICA APP

This year we developed and launched in Mexico the ALEATICA app in the Apple Store for iPhone and in Google Play for Android for Business Units. It allows users to obtain information on our services and tolls, to communicate with us and follow up on the issues they raise. They can also immediately request support while traveling on our roads. Users can obtain invoices through this platform, one of the most frequent requests received by CONMEX in years past.

SATISFACTION SURVEYS

Listening to and acknowledging the opinions of the customers about the service we provide allows us to keep improving. Satisfaction surveys are a fundamental part of the Service Excellence pillar. Due to the reduction in the number of customers that some Business Units experienced this year, the number of surveys answered also decreased.

2020 SATISFACTION SURVEYS*

BUSINESS UNIT	RATING
CONMEX	9.7/10
AuNorte	8.0/10
VB	9.2/10
GANA	8.0/10
AuNor	9.7/10
ARM	9.6/10
TCTenerife	9.2/10

THE AVERAGE SATISFACTION SURVEY RATING FOR ROAD ASSISTANCE IN 2020 WAS 9/10 VS 9.1/10 IN 2019.

* Televia is not considered for the result as the methodology is different and is not applied in road assistance. This causes the result of the average rating of satisfaction surveys with respect to the Annual Sustainability Report 2020 to be different (8.8 vs. 9 indicated in this report).

PERSONAL DATA PRIVACY

THERE WERE NO COMPLAINTS
REGARDING BREACHES OF
CUSTOMER PRIVACY IN 2020.



THE PATH AHEAD

By analyzing information from reports, identifying our main customers and their needs, and following up improvement actions, we generated a new strategy for Service and Customer Care: One Customer Experience ALEATICA. We will work towards a new Customer Experience (CX) model, with an integrated culture in all areas and to ensure a uniform level of service.

As part of this strategy, all business units in Mexico will have a single Contact Center. This will also allow us improve efficiency and cut response time to all complaints and contacts, while also reducing costs.



SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

STRATEGY

We developed and currently implement a Sustainability Policy and Standard to make sure that all our roads, airports, and ports improve conditions of the communities that we serve and are on the path of making substantial contributions to advance the fight against climate change. Our programs are required to clear materials thresholds of positive and measurable impact on society and the environment and, in turn, contribute to the sustainability of the business.

IMPACT



COMMUNITY INVESTMENT

2.8
million euros in 2020,
up from 2.7 million euros in 2019.



PLANTED FLORA INDIVIDUALS

104,647
in 95.13 ha
Offset emissions to the atmosphere:
570.80 tCO₂e.



tCO₂e DIRECT EMISSIONS

-3% Scope 1
In 2020 5,273.16 tCO₂e and
in 2019, 5,547.39 tCO₂e.



WATER CONSUMPTION

-38%
from 2019 to 2020.



ENERGY CONSUMPTION AND DIESEL

Energy:
-1% from 2019 to 2020.
Gasoil (Diesel):
-4% from 2019 to 2020.



ENVIRONMENTAL TRAINING

1,645
employees trained in the environmental field.
1,234
employees trained through toolbox meeting.

SUSTAINABILITY POLICY AND STANDARD

ALEATICA's strategic sustainability plan is based on a three-phase methodology:

1) Diagnosis

Performed 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

Relevant issues identified are prioritized and addressed through social and environmental projects and/or actions, which in turn allow us to prevent risks, comply with applicable laws, and meet the needs of the communities and the expectations of our investors and stakeholders.

3) Impact Evaluation

To ensure that the resources allocated to social and environmental projects and actions – internal and external – represent an investment that positively changes the reality of the beneficiaries, we will follow-up, monitor and evaluate the impact generated, in order to measure their effectiveness or, if necessary, propose improvements in the execution of the projects.

OUR SOCIAL COMMITMENT BEYOND OUR CONCESSIONS

We are committed to strengthening the communities where we are present, as well as to making social investments for sustainable development. During this year we implemented a support program focused on the COVID-19 pandemic, which as described in the corresponding section of this report also covered our employees. In our different business units we also worked to provide opportunities for improvement in the social, health, educational and dietary areas, generating a positive impact on the beneficiaries.



CIRCUITO EXTERIOR MEXIQUENSE, STATE OF MEXICO

In alliance with *Comedor Santa María A.C.*, we distributed 111,380 packs of groceries and meals through three community kitchens in the municipality of Ecatepec. In collaboration with Save the Children, we delivered hygiene kits and educational materials with recommendations and advice to ensure the health and emotional safety of 29,523 families in the municipalities of Ecatepec, Nezahualcóyotl and Chimalhuacán.



TERMINAL CERROS VALPARAÍSO, CHILE

In support of the families of port workers at the Port of Valparaíso, we delivered 753 food packages, as well as 1,000 hygiene kits and 10,000 pieces of face masks and gloves for staff protection. This donation was organized by different port stakeholders, including unions and port terminals.



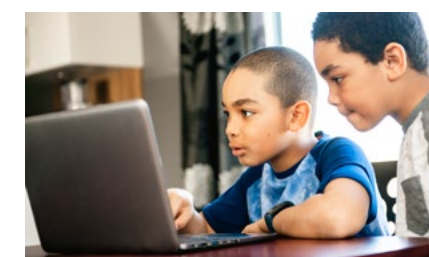
AUTOPISTA DEL NORTE, PERU

In April 2020, the Autopista del Norte Business Unit delivered more than 26 tons of non-perishable food to 2,310 families communities surrounding the concession, between the cities of Pativilica and Trujillo. As a support to the frontline personnel dealing with COVID-19, we distributed 17,700 protection kits, comprised of N95 masks, surgical masks, and nitrile gloves, as well as 1,615 cleaning kits to 15 police stations, 6 police detachments and 6 fire companies in the provinces of Barranca, Huarmey, Casma, Santa, Viru and Trujillo.



AUTOPISTA RÍO MAGDALENA, COLOMBIA

We implemented the *Proyecto Reto: una huerta en casa*, inviting families to produce food for self-consumption, bartering and sale of surpluses by marketing them through Merca Emprende Virtual. In addition, we delivered food boxes to the population.



TERMINAL DE CONTENEDORES TENERIFE, SPAIN

We implemented the project *Reducción de la brecha digital de menores en dificultad social*, which supports students in disadvantaged economic situations by providing 360 cards for internet access and 4,600 euros for the acquisition of electronic tablets through the Spanish Red Cross.

CANOPSA, CHILE

For the protection of personnel and customers, 6,000 masks and gloves were delivered.

LIBRAMIENTO ELEVADO PUEBLA, MEXICO

In alliance with the *Consejo Ciudadano Preparémonos*, we delivered 1,000 food packages (basic food basket) directly to the Ministry of Economy and the DIF (*Sistema Nacional para el Desarrollo Integral de las Familias*) of the State of Puebla, in support of low-income families. We also delivered 73,760 face masks and gloves to road employees.

OUR ENVIRONMENTAL COMMITMENT

ALEATICA has adopted international best practices and implemented an SMS (Safety Management System) that includes an Environmental Management System to be voluntarily adopted by the business units. Five of these are currently certified with the ISO 14001:2015 standard.

GREENHOUSE GAS EMISSIONS MANAGEMENT (GHG)

We measure our carbon emissions through the implementation of ALEATICA's [Carbon Emissions Protocol](#), which establishes the governance and methodologies for managing and reporting Greenhouse Gas (GHG) emissions resulting from our activity.

CO ₂ e EMISSIONS	TOTAL 2019 (TON)	TOTAL 2020 (TON)	DIFFERENCE 2019/2020 (%)
Direct emissions of scope 1 (tCO ₂ e)	5,547	5,360	-3%
Indirect emissions of scope 2 (tCO ₂ e)	4,150	4,627	11%
Indirect emissions of scope 3 (tCO ₂ e)	4,705,556	3,918,616	-17%

Scope 1: Fuel consumption

Scope 2: Energy consumption

Scope 3: Use of roads / ports, business trips, transfer to jobs, Also includes losses due to transport and distribution of electricity



ENERGY CONSUMPTION AND PREVENTION MEASURES

We continue to progressively promote the energy efficiency of our infrastructure through three main axes: efficient technology, clean energy (solar), and more sustainable vehicles.

EFFICIENT TECHNOLOGY

In compliance with the objective of annually increasing the installed LED power in the Business Units of GANA, Aunorte, VB, AuNor, ARM, CANOPSA, TMS, TCTenerife and TCVAL, we are implementing actions to change over to LED technology by 2020 and make consumption more efficient. In Brebemi, 54% of the installed lighting systems are LED technology.

SOLAR ENERGY

We have invested in the installation of solar panels for self-consumption. We achieved an 11% global increase through investment in solar energy at AuNor, Viaducto Bicentenario, TMS and TCTenerife. At Terminal de Contenedores de Tenerife we have installed the solar photovoltaic plant, with a surface area of 500 m², which will allow savings of 165,252 kWh/year and a reduction of 67 tCO₂e annually.



SUSTAINABLE VEHICLES

We have progressively substituted vehicles by acquiring ones with low-emission technologies and/or fuel conversion to liquefied gas (LPG). At the end of 2020, we were able to increase our fleet of sustainable vehicles by 66% compared to 2019 in the Business Units in Mexico (CONMEX, GANA, VB, AuNorte and Libramiento Elevado de Puebla), Peru (AuNor), Chile (TCVAL) and Italy (Brebemi).

OUR COMMITMENT TO EMISSIONS REDUCTION

ALEATICA is committed to meeting the highest ESG standards. We strive to reduce pollutant emissions. We also support the efforts of our users to achieve this goal. Since 2017, EcoTag powered by TeleVía, applies discounts in our tolls to electric or hybrid cars in Mexico City. In 2020, 130,884 discounted trips were registered. This figure is 32% less than the one for 2019, as a result of the pandemic, but it nonetheless means that the emission of 27.29 tCO₂e to the atmosphere was avoided. A fixed 30% discount under the same criteria is offered in Brebemi, in Italy, for customers holding a Telepass.

Also relevant are programs to reduce congestion, such as the installation of a reversible lane in both the Bicentennial Viaduct and the North Urban Highway in Mexico. Travel time has been reduced by up to 60% thus reducing related pollution.

We work to fully quantify our scope one, two, and three emissions. An accurate reading of the impact of our operations throughout the entire value chain is the foundation of all progressive emissions reduction programs.

WATER CONSUMPTION

We adopted technology and infrastructure to optimize the use of water. In Circuito Exterior Mexiquense, Grupo Autopistas Nacionales, Autopista Río Magdalena and Terminal Cerros de Valparaíso we have Wastewater Treatment Plants, with physical and biological processes for its reutilization in landscape or roads irrigation.

WATER CONSUMED	2019 (M³)	2020 (M³)	%
Consumption of water from the distribution network (pressure pipes, canalization and irrigation canals)	68,782	42,782	-38%
Consumption of surface water (rivers, lakes, canals, reservoirs, etc.)	744	1,165	57%
Consumption of groundwater (wells)	0	500	
Total	69,526	44,447	-36%

SUPPLY CHAINS

A review of our supply chains and an improvement to our related regulations took place in 2020. The company issued a new [RHS-NORM-14 Standard for Purchasing and Contracting](#), as well as the [RHS-NORM-20 Standard for Supplier Homologation, Registration and Evaluation](#), which strengthens the process of registering and evaluating our suppliers' products and services.

Our purchasing volume for 2020 was 412.75 million euros. Spending was 97% from local suppliers and 3% from foreign suppliers. At the end of 2020, ALEATICA had a total of 5,715 suppliers.

Our procurement processes were strengthened, providing legal certainty to our business units by signing service contracts in accordance with the standards established by local legislation, as well as our regulations. To ensure that there are no suppliers with significant risk in the operation, we request our suppliers to sign a Responsive Declaration issued by the Compliance area, through which they commit to comply with to ALEATICA's Code of Ethics and Anti-Corruption Policy.

Our Human Rights Policy extends to suppliers by requiring that all actions carried out by ALEATICA and those with whom it has a relationship must

scrupulously respect all human rights and civil liberties, as expressed in the Universal Declaration of Human Rights of the United Nations.



TRANSPARENCY AND CORPORATE GOVERNANCE

STRATEGY

We understand that integrity, transparency, and corporate governance are core principles that must be reflected in every activity we do. We want our customers, employees, suppliers, allies, governments, and communities to consider us as a reliable and predictable partner.

We rely on the support and expertise of IFM Investors, our controlling shareholder, a signatory of the United Nations Principles for Responsible Investment. ALEATICA SAB, the holding subsidiary in Mexico, is a publicly traded company and is therefore subject to the transparency rules of the Mexican securities markets.

IMPACT



THIRD PARTIES ASSESSED FOR CORRUPTION

788
100% of third parties registered.



EMPLOYEES TRAINED ON ANTI-CORRUPTION

100%
of employees, in all countries.



ZERO REPORTED CASES:

- Unfair competition.
- Violation of human rights, including those of indigenous peoples.
- Non-compliance with social and economic laws and regulations.



RISK MANAGEMENT SYSTEM

ALEATICA has a **Risk Management policy and standard** approved by the Board of Directors.

As part of the actions to enhance the risk culture throughout the organization, a **mobile application** was implemented to provide training and communication to each of our employees, thus making risk management part of their daily activities.

In 2020, the organization conducted a **self-assessment of the risk function** to determine the status of risk management and identify possible areas for improvement to strengthen and evolve said function. We adopted a technological tool for risk control, monitoring and reporting. We issued a **Business Continuity Management** standard through which we seek to establish actions to maintain business continuity and manage crises resulting from an interruption.

CODE OF ETHICS AND ETHICAL CHANNEL

During the 2020 fiscal year, all our employees have certified their understanding and acceptance of the Code of Ethics and the Anti-Corruption Policy. Likewise, all employment contracts include a clause with the obligation to comply with these.

In 2020, a total of 60 reports were received, of which 55 were received through the Ethics Channel and five through a direct email to the Compliance Department. All reports received have been investigated and resolved.

Of the total number of reports received:

47

are related to work climate issues

13

are related to compliance & ethics

2

are general and related to company processes

ZERO TOLERANCE TO CORRUPTION

The following training sessions were held in 2020:



We maintain our anti-corruption communication and awareness-raising efforts. We issue regular communications through the company's newsletter and e-mails.

All business partners, including suppliers and contractors, sign a responsive anti-corruption declaration. Specific anti-corruption clauses are included in all contracts.

CRIME PREVENTION MODEL



In view of the changes in Mexican legislation, in 2020 ALEATICA analyzed the requirements of the local regulations and compared it with the Global Compliance Program already in place identifying possible differences and adapting, if necessary, the program with the only aim of being in accordance with best international practices on Criminal Liability of Legal Entities and local regulations.

Policies and action procedures were designed to address the findings, and 89 control measures were further identified to mitigate the local risks identified, as for example, operational controls, financial controls or legal controls.

OUR COMMITMENT TO CORPORATE INTEGRITY

ALEATICA's commitment to transparency and corporate integrity and transparency has been recognized in different third-party rankings.

In 2020, ALEATICA obtained second place in the "Corporate Integrity 500" ranking by Mexicanos Contra la Corrupción y la Impunidad and the Mexican chapter of Transparency International. This was the fourth year in which the company was rated in the top five.

COVID-19: RESPONDING TO THE PANDEMIC

IN 2020, THE HEALTH EMERGENCY CAUSED BY COVID-19 LED US TO ADAPT MULTIPLE POLICIES AND COLLABORATE INTERNALLY AND WITH OUR PARTNERS TO ESTABLISH STRINGENT PROTECTION MEASURES THAT ALLOWED US TO MAINTAIN THE OPERABILITY OF ALL BUSINESS UNITS.



COVID-19 ANTIBODY RAPID TESTS

8,300
tests.



INVESTMENT IN PPE

61,436
euros.

THE FOLLOWING MEASURES WERE TAKEN TO ADDRESS THE HEALTH EMERGENCY:

1. Creation of a **Health Committee**, which has been meeting on a weekly basis since being implemented in April 2020. Its functions are to monitor the evolution of the pandemic in the countries where we are present, as well as to develop prevention strategies.
2. Monitoring and control of the strict care of personnel vulnerable to COVID-19, regardless of whether they are administrative or operational personnel, having them stay at home while maintaining their pay.
3. Internal strategy for the supply of Personal Protective Equipment (PPE). In April and May 2020 we sent PPE from Mexico to other countries where we operate, due to the shortage and the excessive increase in prices derived from the growth in demand in the countries where the case exposure began. Total shipments were 14,500 masks and 29,000 pairs of latex gloves.
4. Reinforcement of the centralized ALEATICA Medical Services, with a total of **five doctors and one nurse**.
5. Establishment of a policy to prioritize employee care in relation to COVID-19, keeping only essential employees in the business units to maintain on-site operations. All administrative employees worked under home office protocols.



6. Design of a traffic light system (green, yellow and red) to rank vulnerable personnel based on diagnosed comorbidities or other medical aspects. Telephone follow-ups are made by the Medical Services every 15 days for red and yellow personnel and every month for those rated green.
7. Application of COVID-19 antibody rapid tests, IgG/IgM on a monthly basis, as well as PCR and antigen tests as needed to confirm results.
8. Strategies for reincorporation into work centers and adaptation of the working spaces in line with the **Occupational Safety Protocol**. Through the Facility Working Groups we have ensured a common strategy and the necessary adaptations of the facilities in the work centers.

9. Development of a **COVID-Tracker** where the positive and immunized cases are registered in the different work centers, through which we can monitor all employees in a timely manner.

10. Creation of two systems aligned with COVID-Tracker to ensure that employees who report to the workplace do not present symptoms of the disease, thus minimizing the risk of contagion in the workplace.

11. Development of a COVID-19 Induction, also associated with the COVID-Tracker, for 100% of ALEATICA employees and its business units.

12. Publication of the internal newsletter *A tu lado*, which includes information on the development of the pandemic in the countries where we are present, articles of interest, reinforcement of preventive measures, testimonies of employees, etc.

13. Communication campaigns and training to prevent stigmatization of COVID-19 recovered personnel.

14. Installing temperature recording totems in workplaces and developing the self-assessment tool **COVID-19 App** on cell phones and in workplaces so that employees can validate their health status on a daily basis before going to work.

15. Education and training focused on the prevention of contagion risks.

16. Integration of the Facilities Verification module within **ALEATICA Safety Reporting (ASR)**, where preventive measures of the different workplaces can be checked daily. This information serves as internal control and as support for inspections performed by governmental authorities.

17. **NON-CASH protocol**. As part of the COVID-19 strategy, together with the TELEVIA, CONMEX, LEPSA and GANA business units, we implemented a program to encourage the use of Telepeaje TAGs to reduce manual transactions, thus avoiding contact with cash, which helps to reduce possible contagions. A total of 7,207 TAG units were given away to encourage their use, thus avoiding contact between cashiers and customers during **236,446 crossings**.

**COMPREHENSIVE
WELLNESS PROGRAM FOR
EMPLOYEES**

In 2020, with an investment of 220 thousand euros, we implemented a Comprehensive Wellness Program aimed at our employees and their families, to accompany them as they faced the emotional challenges caused by COVID-19. It also sought to help them acquire information and skills to facilitate their adjustment to the unusual conditions it brought.

Through on-line channels, we offered:



EMOTIONAL SUPPORT

developing resilience and managing uncertainty.



**DEVELOPMENT OF
REMOTE WORK SKILLS**

communication, flexibility, planning, leadership, and execution.



LIFE BALANCE

tools for stress management, balancing work and home life, emotional support for children and adolescents during the pandemic, self-care, and couples' counseling.



FINANCIAL HEALTH

resources for family financial planning, debt, and investments.

From April to June 2020 ALEATICA provided support to all employees and families to coping with emotional and mental stress originated by the emerging of Covid-19. Total attendee figure was 2,929, and their satisfaction evaluation stood at 95%.

**OUR COMMITMENT TO
HELPING OTHERS DURING
THE PANDEMIC**

As the pandemic of COVID-19 unfolded, we launched a program to support those who were most vulnerable. Many of the communities surrounding ALEATICA's concessions faced significant challenges, including for the implementation of social distancing measures. ALEATICA's Support Plan provided many households with food, hygienic products and psychological support, focusing in particular in women and children, as well as to medical staff operating locally. The program brought support to 271,218 people.

This Sustainability Report is an executive summary of the Consolidated Non-financial Information Document, which is included in Aleatica SAU Consolidated Financial Statements for financial year 2020. On May 21, 2021, Deloitte has verified the contend of such Consolidated Non-financial Information Document in accordance with Spanish law.



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