



2026 Corporate presentation

Contents

CEO's presentation	4
Mission, vision and values	7
Abertis at a glance	8
Financial strength	10
Road safety	12
Business model	14
Business units	18
Information security	24
Corporate Governance	25
People and talent	26
Sustainability Strategy	28
Innovation	30
Abertis Foundation	32



Driving the future of mobility, together

We are one of the global leaders in mobility infrastructure management, with more than 60 years of experience, a presence in 15 countries and a network of more than 8,000 kilometres. Through a stable, innovative and long-term business model, we have established ourselves as a leading partner for public administrations and large investors, contributing decisively to connectivity and economic development in the territories where we operate.

Our vision is to promote and manage these infrastructures reliably and efficiently, creating long-term value for all our stakeholders. In this way, Abertis is guided by solid values: responsibility, trust, dialogue, innovation and efficiency, which guide both our activity and our commitment to society.

As an international leader, Abertis drives the modernisation of the sector through advanced technological solutions in electronic toll collection, smart mobility and satellite systems, contributing to safer and more connected mobility. Our strategy integrates sustainability as a cross-cutting theme, promoting the reduction of emissions, road safety and the transition to more efficient transport models.

This approach is complemented by the work of the Abertis Foundation, which develops initiatives in road safety, the environment, social action and culture, consolidating the Group's commitment to the progress of the communities in which it operates.

In 2025, we reaffirm our purpose: to lead the future of mobility through infrastructure that generates value, drives transformation and improves the lives of millions of people around the world.

José Aljaro
Abertis CEO

Our mission, vision and values



Vision

To be a leading **global operator** in **mobility infrastructure** management.



Mission

To **promote and manage infrastructure** in a **sustainable and efficient manner**, contributing to the development of the company's infrastructure in harmony with the well-being of its employees, **creating long-term value for its stakeholders**.



Values

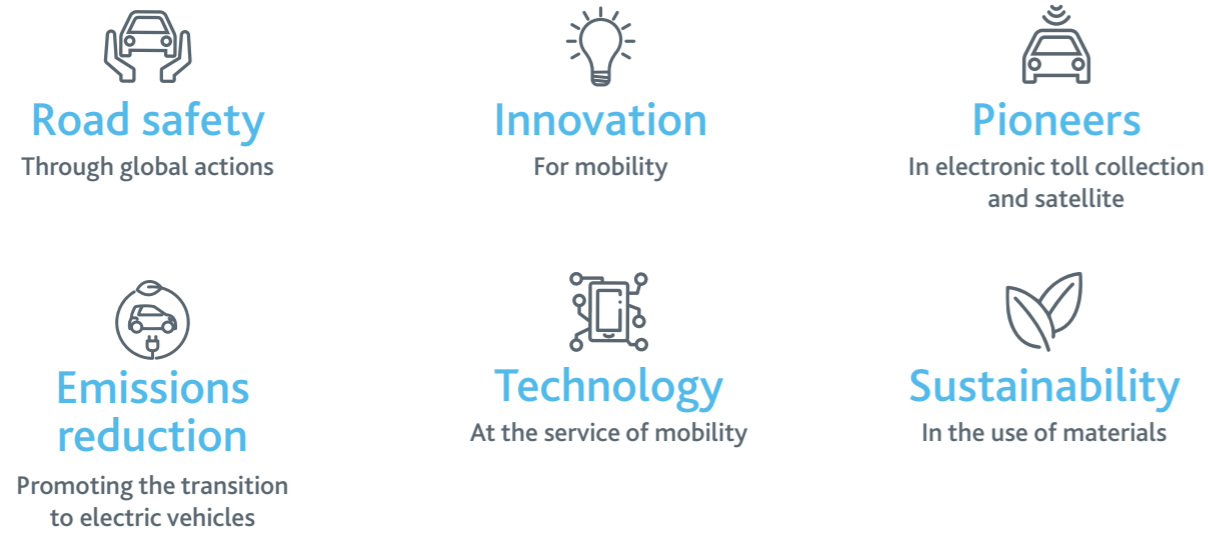
- **Leading with responsibility** and trust.
- **Finding infrastructure development solutions** based on dialogue and collaboration with stakeholders.
- **Anticipating and adapting to customer needs** through innovation.
- **Driving efficiency**.

Abertis at a glance

World leader



Sustainable mobility

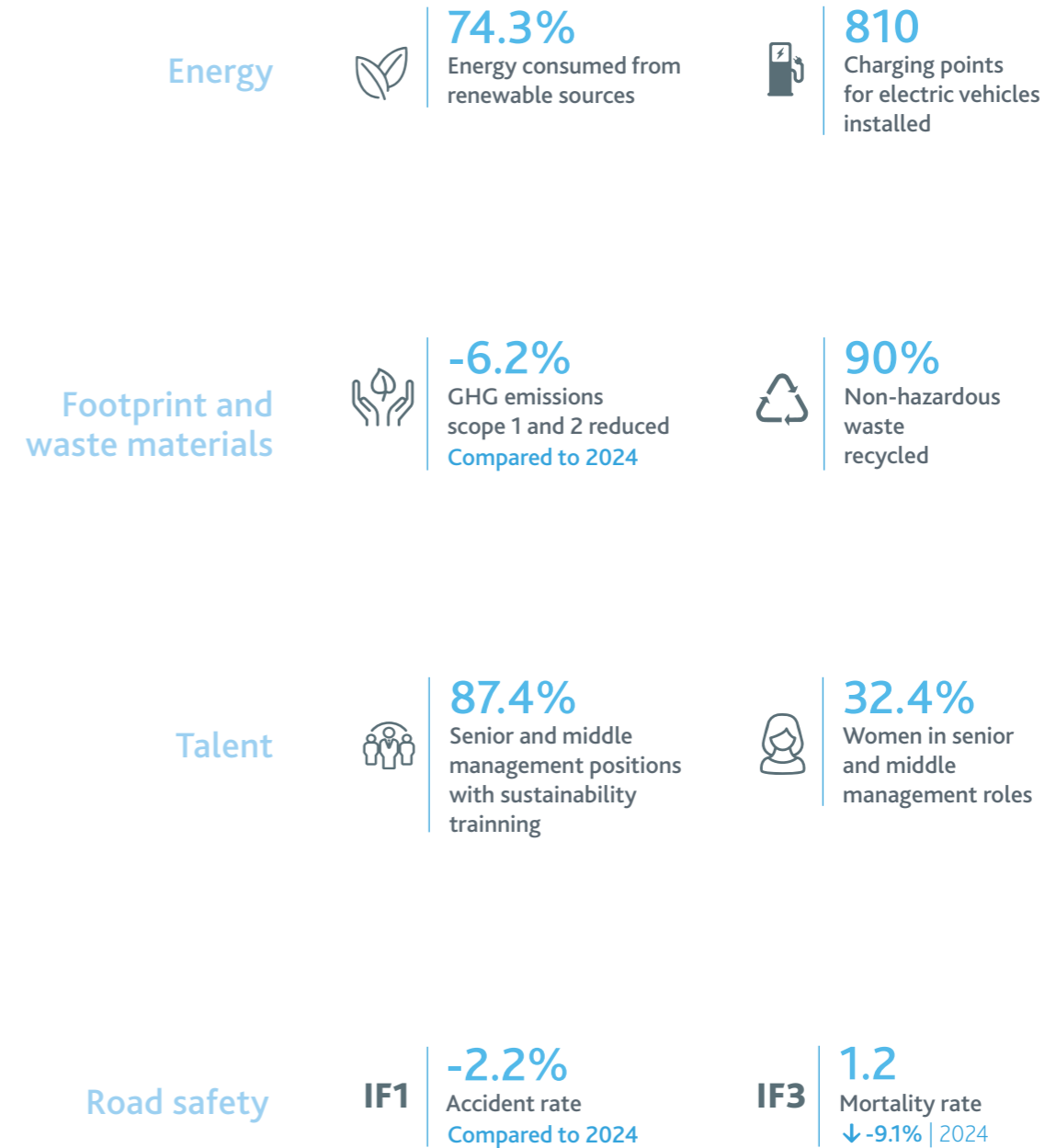


An important ally for the infrastructure of the future



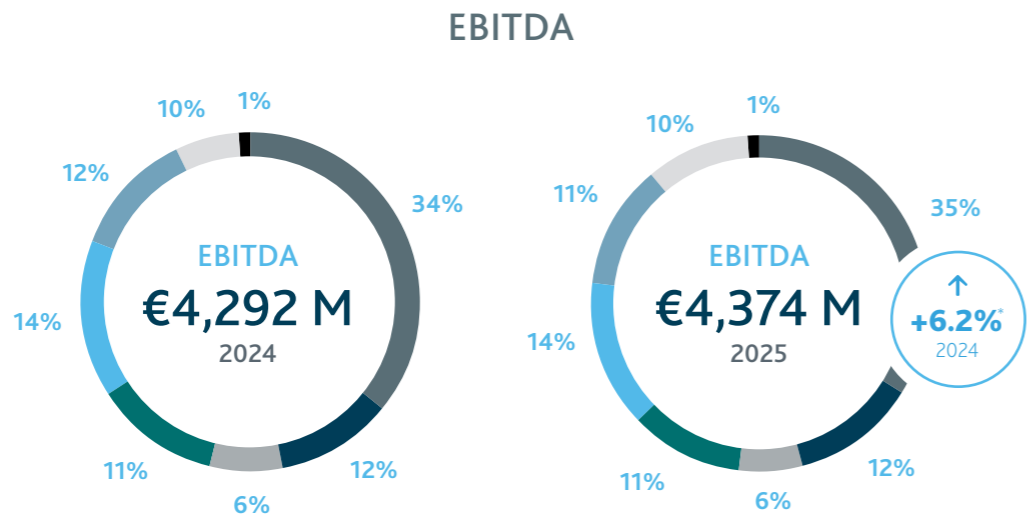
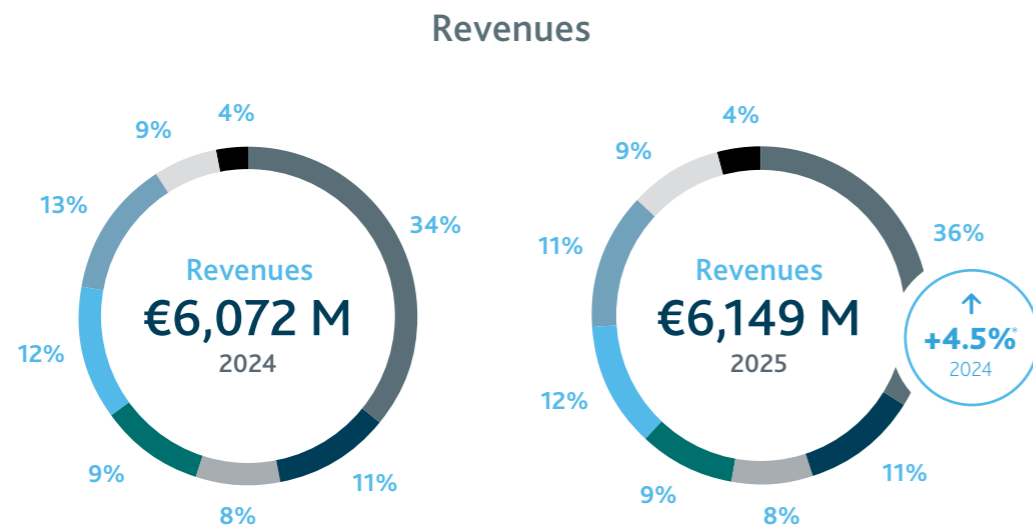
We create value for our stakeholders

ESG figures



Financial strength

Main financial indicators



● France ● Spain ● Italy ● Chile ● Mexico ● Brazil ● USA + PR ● Rest

*Increases at comparable perimeter and exchange rates.

Efficient balance sheet management

€22,717 M
Net debt

4.5 years
Average debt maturity

4.5%
Average cost of consolidated debt

€2.8 bn
Bonds issued in 2025
Total bonds issued by the Group

€739 M
CapEx disbursed

€600 M
Sustainability-linked bonds

Committed with investment grade
(Investment grade)

63%
Hard currency
(% EBITDA EUR/USD)



26,016

Average Daily Traffic (ADT)



Road safety, our priority

At Abertis, road safety is a priority. Over the years, we have worked under a global road safety programme in which cross-functional teams from all disciplines and geographical areas work together to ensure the knowledge and application of best practices in this area in all the territories where the Group operates.

Our management is based on continuous improvement, supported by technology and international standards:

- ⦿ Annual analysis and assessment of accident rates using key indicators.
- ⦿ Audits and benchmarking to identify opportunities.
- ⦿ Prevention and awareness campaigns to reduce risky behaviour.
- ⦿ Specialised training and workshops with experts.
- ⦿ Protocols aligned with innovation and sustainability.
- ⦿ Coordination with administrations and specialised agencies.

At Abertis, we incorporate our road safety expertise into all phases of infrastructure development: planning, construction and operation, taking into account the context, environment, customs and culture of each country where we operate. We thus adopt a comprehensive and global vision that allows us to influence and work on the three main elements that make up the road system:



The link between these elements is the integrated road management provided by the Operations and Road Safety Centres.

Operations and Road Safety Centres



The Operations and Road Safety Centres are the operational core of modern motorway management, where continuous monitoring, advanced technology and immediate response capabilities are integrated to ensure safe and efficient mobility 24 hours a day. From these facilities, the status of the network is monitored in real time, incidents are detected and analysed, and actions are coordinated to ensure continuity of service.

One of its key functions is the rapid and coordinated mobilisation of emergency services, a process that requires fluid communication and constant collaboration with multiple agencies and specialised teams. This ongoing cooperation makes it possible to optimise response times and ensure effective intervention in critical situations, as well as restore traffic conditions as quickly as possible and guarantee user safety.

Their high operational performance is made possible by a combination of intelligent systems, advanced analytics and a team of professionals with qualified technical profiles, specifically trained to operate critical infrastructure, manage complex incidents and respond accurately in dynamic environments. The continuous training and technical specialisation of these teams ensure a level of excellence that is comparable in any country where the company operates.

Together, the Operations and Road Safety Centres represent the company's commitment to safe, proactive and user-oriented management, acting as guarantors of reliable, coordinated mobility that is prepared to face present and future challenges.

Drills and resilience



Operational drills are a critical element of the Group's road safety management system, acting as a comprehensive tool for verifying incident response capabilities. Regular full-scale exercises enable accurate assessment of the effectiveness of infrastructure, the adequacy of established protocols and the degree of coordination with the various emergency services, ensuring that actions are carried out in accordance with defined operational standards. These drills, which are systematically integrated into technical training programmes, facilitate the detection of areas for improvement, the validation of response times and the review of the correct interaction between internal and external teams.

In the network that has tunnels, specific incident management plans are also applied—including collision, fire, and evacuation scenarios—which are subjected to drills to ensure the operability of ventilation, communications, dynamic signalling, and traffic control systems. This systematic approach guarantees a level of resilience in line with international standards for critical infrastructure management and ensures the ability to respond to a wide range of emergency situations.

Awareness culture and traffic safety campaigns



The company promotes a strong culture of road safety awareness based on prevention, responsibility and the protection of people. This commitment is reflected in the development of information campaigns, training activities and awareness programmes aimed at infrastructure users, partners, contractors and local communities. Through these initiatives, the organisation promotes safe driving habits, reinforces the importance of regulatory compliance and encourages responsible attitudes in all mobility environments. This cross-cutting work, supported by expert teams and a safety-oriented corporate vision, contributes to reducing risks and building a safer and more sustainable road network for all.



Business Model

Our value proposition is based on the **management, maintenance and improvement of the assets we acquire through direct purchase or concession worldwide**. We also grow by building new roads such as motorways, connections, tunnels and tolls.

The business model applies to each infrastructure we manage and consists of a **life cycle that begins with the acquisition of the asset, its integration into our structure, back-office and operational management, and the return of the asset at maturity**.

Acquisition and integration

The asset comes to us through purchase or concession. At this stage, our legal, financial, project and engineering teams prepare the contract with the administration, establish a business plan, draw up a financial report and conduct a gap analysis of risks and opportunities. The asset is integrated into the Abertis model to receive all the improvements in technology, efficiency, service and road safety.

Back office management

Specific plans are drawn up for the newly integrated infrastructure covering business continuity, road safety, road maintenance well as security, traffic, tolls and tunnel management.

Operational management

We improve the road with safety, innovation and sustainability. **We reduce emissions** through LED lighting, energy-efficient building refurbishment, photovoltaic panels, a fleet of electric vehicles and charging points. **We take care of natural capital** by replanting with plant species that require little water and creating wildlife crossings. **We improve safety** with intelligent traffic management, tunnel control centres and traffic monitoring cameras. **We promote the circular economy** by reusing asphalt on site, recovering waste, using recycled materials and conducting ESG assessments of our suppliers.

Return of the asset

We return the infrastructure, improved and updated, to the administration on the specified date.

Basis for value creation at Abertis



To be the benchmark company in the industry, as Abertis has the ability to combine quality and innovation.



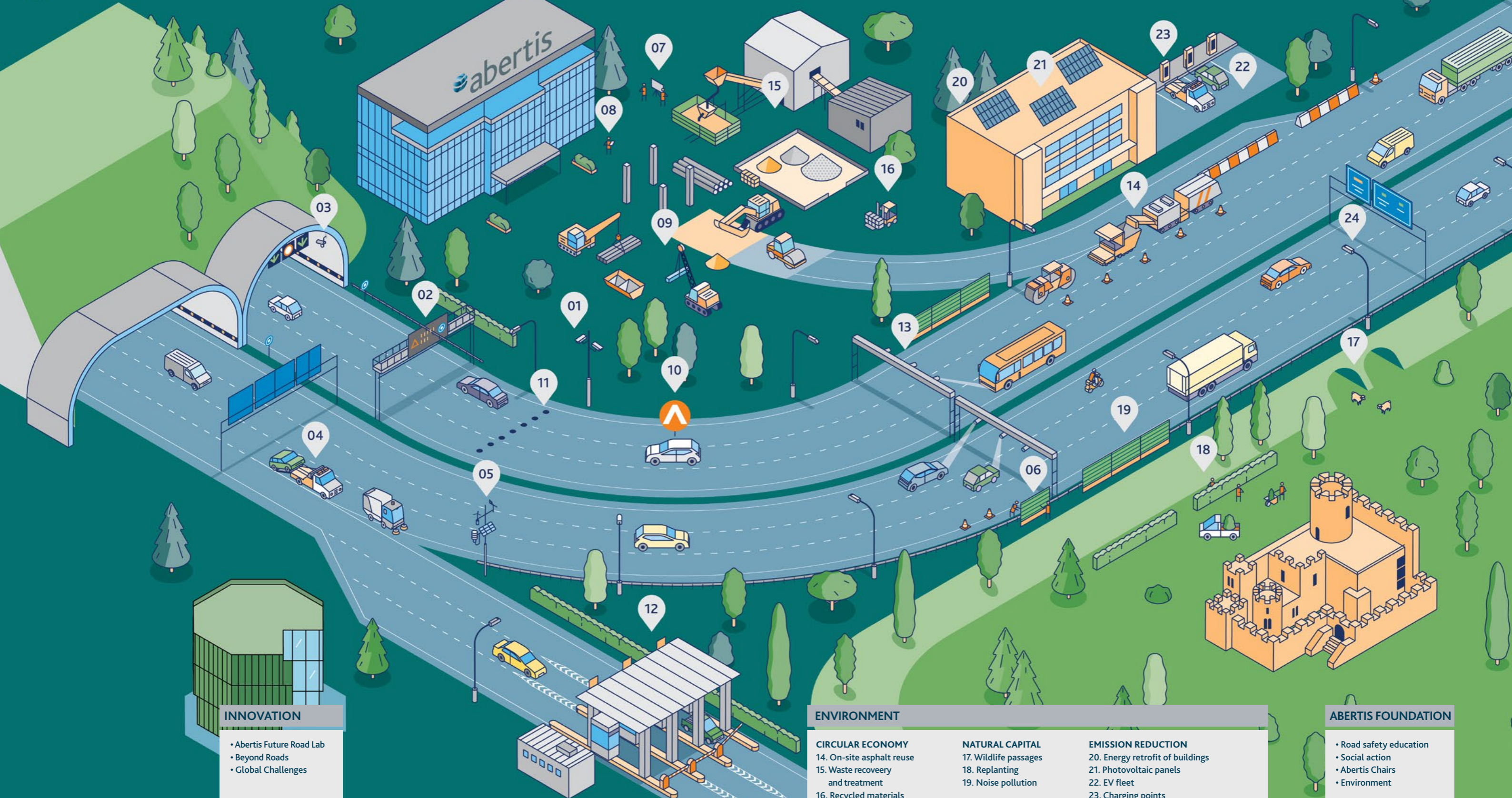
Its long-term commitment and high-quality services make it a great ally for public administrations.



Continuous investment in technology and smart engineering, maintaining the motorway network at the highest levels of service on a daily basis to guarantee customers a fast, comfortable, easy and safe journey.



Combining financial strength and industrial experience to have a large financing capacity in global markets and the best know-how in the sector.



INNOVATION

- Abertis Future Road Lab
- Beyond Roads
- Global Challenges

ENVIRONMENT

CIRCULAR ECONOMY

14. On-site asphalt reuse
15. Waste recovery and treatment
16. Recycled materials

NATURAL CAPITAL

17. Wildlife passages
18. Replanting
19. Noise pollution

EMISSION REDUCTION

20. Energy retrofit of buildings
21. Photovoltaic panels
22. EV fleet
23. Charging points
24. LED lighting

ABERTIS FOUNDATION

- Road safety education
- Social action
- Abertis Chairs
- Environment

Business units



At Abertis, we manage **7,421 kilometres** of high-capacity, high-quality roads in 15 countries across Europe, America and Asia. We are also the leading motorway operator in countries such as Chile, Brazil, Mexico or Puerto Rico, and we have a significant presence in France and other countries such as Spain, Italy or the United States.

Through Emovis (Abertis Mobility Services), we also implement mobility solutions and services that regulate the use of urban and interurban infrastructure.

Thanks to the internationalisation strategy we have developed in recent years, nearly 90% of our revenue currently comes from outside Spain.



emovis
Abertis Mobility Services

Spain

Concessions **7**

Km **631**

People **744**



Brazil

Concessions **6**

Km **2,631**

People **4,187**



France

Concessions **3**

Km **1,873**

People **2,117**



Chile

Concessions **4**

Km **494**

People **430**



Italy

Concessions **1**

Km **236**

People **453**



Mexico

Concessions **5**

Km **937**

People **1,490**

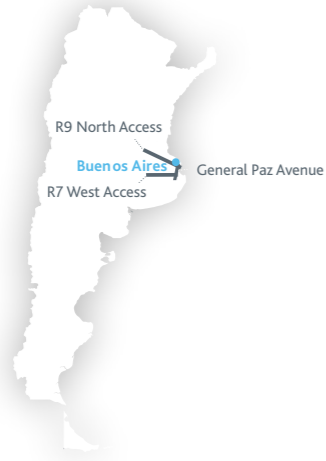


Argentina

Concessions **2**

Km **175**

People **1,608**



India

Concessions **2**

Km **152**

People **46**



USA

Concessions **1**

Km **12**

People **170**



Abertis Mobility Services



Puerto Rico

Concessions **3**

Km **281**

People **110**



Emovis - Abertis Mobility Services (AMS) is Abertis' global leader in the development of toll-based mobility products and solutions, aimed at transforming the mobility landscape.



10
Countries with services



810
People operating in 10 countries

Noted for its ability to combine technological innovation and operational excellence, Emovis has made significant advances in the US market, recognising its potential to support the transformation of mobility in the region through projects implemented in five states.



+40
Years of experience



+4
Millions of customer accounts in the USA

With a cutting-edge portfolio covering the entire toll value chain, 18 projects deployed internationally and a presence in eight offices across seven countries, Emovis operates as a trusted partner to protect the revenues of authorities, operators and transport agencies worldwide.



+550
Million annual transactions



150,000
Fines issued on behalf of competent authorities



CENTRO
OPERATIVO
VIABILITATÀ
A4autostrada

Information security

Information security is one of the pillars of Abertis' strategy. In an increasingly digitalised environment, having robust security governance is key to ensuring business continuity and resilience.

Our main objective is to strengthen operational resilience through proactive management of risks, information security incidents and crisis situations, supported by robust contingency plans aligned with operations.

In this way, we promote a culture of information security integrated into daily activities through awareness and training programmes that involve the entire organisation and reinforce information protection at all levels.

The 5 pillars of our information security strategy

- 1



Identity of governance
- 2



Data governance
- 3



Threat management
- 4



Business continuity
- 5



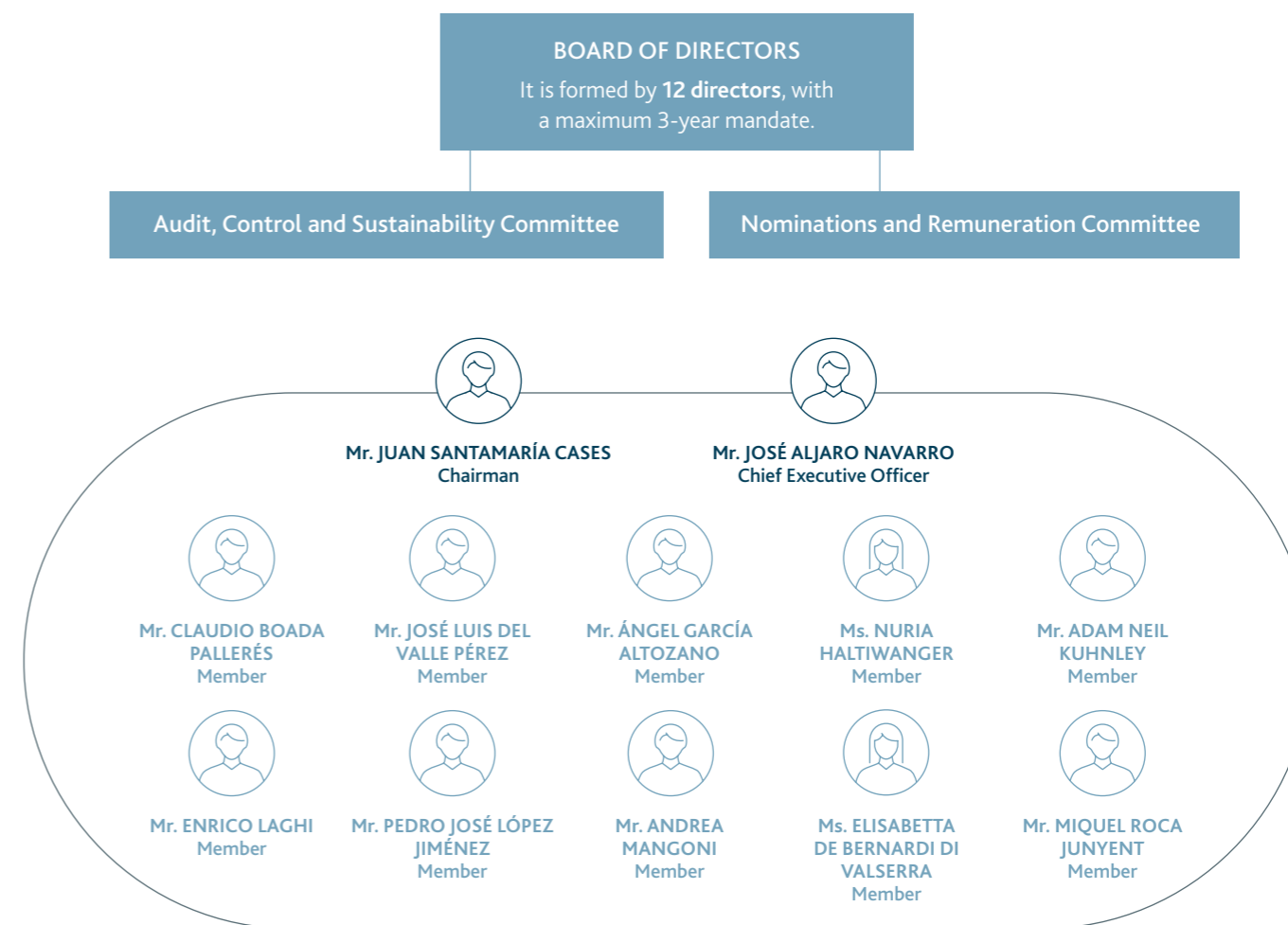
Regulatory compliance

Corporate Governance

At Abertis, we are committed to excellence, promoting sustainability and good governance practices.

One of the strengths of Abertis, a company owned by Mundys, ACS and Hochtief, is the structure of its governing bodies and decision-making process. Our governance model is based on the Board of Directors and its committees:

Audit, Control and Sustainability Committee and the Nominations and Remuneration Committee. Its top priority is **excellence in good governance, as well as promoting sustainability and good governance practices.**



Compliance Model

At Abertis, we conduct our activities with integrity, ethics, transparency and in strict compliance with applicable regulations. Appropriate management of legal risks and ethical compliance, as well as the application of our values in the performance of our activities, protect and reduce the risk of legal imputation and inappropriate conduct, both for our Group of Companies and for our chain of activities and our stakeholders.

To this end, we have a hybrid Compliance Model at Group level, based on dual risk control: on the one hand, by the Business Unit itself through the corresponding Local Compliance Officer; and, on the other, through periodic supervision by the Corporation's Compliance area, thus ensuring compliance with the parent company's duties of diligence with respect to its subsidiaries.

People and talent

At Abertis, our people are the driving force behind our success. Their effort, innovation and professionalism enable more than 12,000 employees in 15 countries to contribute every day to our global leadership position in infrastructure and mobility management.

For this reason we promote a culture of respect, collaboration, safety and well-being in the workplace, always in line with our corporate values.

Talent management

Helping and supporting people to **grow and develop** is a priority for Abertis. We want to foster a working environment based on continuous improvement, where each person can reach their full potential and anticipate future needs.

With this objective in mind, we have an annual Training Plan to meet the needs of everyone in our team, with strategic, cross-functional, technical and compulsory training identified for each functional area.

We also run specific global development programmes for senior management, coaching and mentoring programmes aimed at raising the skill level of our workforce, as well as programmes to identify and develop high-potential individuals.

Diversity, equality and inclusion

At Abertis, we are firmly committed to diversity, equality and inclusion as inalienable **values of a fair society**.

We are convinced that a team made up of people who contribute a diversity of experiences, ideas and opinions strengthens and enriches our company. For this reason, we promote diversity through our selection and internal promotion processes and our training and development programmes. We also offer our staff fair and equal opportunities in recruitment, training and development, remuneration and promotion.

Safety, health and well-being

Nothing is more important than the present and future health and well-being of our people. That is why they all have **Corporate Life and Accident Insurance** and participate in a **Social Welfare Plan**. In addition, they enjoy a Flexible Benefits programme, under which they receive an annual amount that allows them to purchase the benefits that best suit their personal and family needs.

Similarly, we are committed to **promoting work-life balance** through the following measures:

- Continuous working hours from mid-June to mid-September, every Friday of the year and on the eve of public holidays.
- Flexibility in start and finish times.
- Increased number of days of leave for childbirth or childcare.
- Possibility of accumulating breastfeeding breaks.
- More extensive paid leave for marriage, illness, death of family members or relocation.
- Special voluntary leave for situations such as caring for others, studying or collaborating with NGOs.



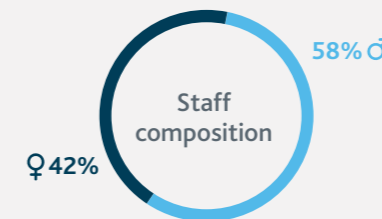
Management of talent

33.8
Hours of training per person

59,363
Hours of training in sustainability and human rights



Diversity, equality and inclusion



32.4%
Of Women in senior and middle management posts

313
People with disabilities



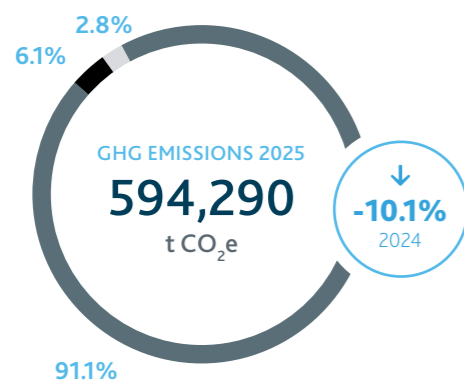
Safety, health and well-being

99%
Of the workforce on permanent contracts

337
Employees on parental leave in 2025

Sustainability Strategy

Our 2022-2030 Sustainability Strategy is Abertis' response to the environmental, social and governance challenges facing our planet. Under the slogan **We Have a Plan**, we have defined three pillars on which we base our strategy: **decarbonisation, road safety and corporate culture**. Each of these pillars is associated with a series of quantifiable and measurable initiatives that apply to each of the business units that make up the company worldwide.



● Scope 1 ● Scope 2 ● Scope 3

In line with our goal of leading society's transformation towards sustainable mobility, in 2021 we defined our **2022-2030 Sustainability Strategy**, aligned with the Sustainable Development Goals (SDGs) and Science Based Target (SBTi). We divided it into three three-year ESG Plans and established three main areas of action: Transparent and demanding, Eco-efficient and respectful, Responsible and conscious.

The 2022-2024 ESG Plan was a success. On the one hand, it strengthened sustainability management through the ESG Plan tool, strategically aligned with financial management, and, on the other hand, it allowed for a significant increase in the levels of participation of the key stakeholders involved.



ESG PLAN 2025-2027

The positive results of the ESG Plan 2022-2024 allow us to move forward with a new **ESG Plan 2025-2027 with renewed objectives focused on decarbonisation, energy transition and the circular economy**.

AXIS	COMMITMENTS ESG PLAN 2025-2027	QUANTITATIVE TARGETS ESG PLAN 2025-2027	TARGET 2027
 ECO-EFFICIENCY	We reduce the carbon footprint of the organisation and our activities	Reduction of Scope 1 and 2 emissions (compared to 2019)	>40%
		Reduction in emissions from the purchase of products and services in relation to the millions of kilometres travelled by users (compared to 2019)	>16%
	We innovate based on circular economy criteria throughout our value chain	Increase the number of electric charging points for customers	>918
		Total electricity consumed from renewable sources	>85%
		Waste generated recycled or prepared for recycling	75%
 SAFETY AND QUALITY	We guarantee and promote road safety and occupational health	Reduction in mortality rate (IF3) (compared to 2024)	15%
		Reduction in accident frequency rate with sick leave among direct employees	<8
	We ensure equal opportunities and promote job quality	Women in senior and middle management positions	>33%
		Average training hours per employees	24 h
	We generate positive synergies with the local community	Maintain the level of local purchasing	>90%
 GOOD GOVERNANCE, TRANSPARENCY AND ACCOUNTABILITY	We reject all forms of corruption	Turnover covered (at least over a three-year period) by an implemented human rights due diligence system	100%
		Critical suppliers assessed and audited (at least over a 3- year period) according to ESG criteria, and red flags addressed	100%
	We develop an organisational culture based on ethical and sustainability principles	Senior and middle management positions trained in sustainability	100%
		Turnover with an environmental management system (ISO 14001 EMS) implemented and certified	80%
	We achieve excellence in good governance	Senior and middle management positions trained in antitrust	100%



Innovation

At Abertis, we align our **innovation** objectives with the company's strategic lines and make them available to the rest of the Group's business units.

Operational excellence

The Innovation department identifies different areas of interest with high potential and analyses new trends which, together with a group of experts, enable the development of a plan of fundamental initiatives for continued operational excellence.

WAYNE autopistas

The use of data from connected vehicles allows us to anticipate risk situations thanks to their road friction indicators.

Tank emovis

Tank is a generative AI voicebot and chatbot designed to transform customer service in Emovis call centres and, by extension, throughout the entire Group.



Innovative ecosystem

The Group has a solid track record of collaboration with emerging companies, both globally and locally, enabling the development of research projects in conjunction with other corporations, universities and start-ups.

Under **Beyond Roads**, the Group's innovation hub based on technology and the use of data to develop unprecedented solutions, we work with all business units and other players in the ecosystem to anticipate industry changes and address the challenges and opportunities of new mobility.

Among the notable initiatives is the "**Zero Accidents AI Challenge**", the second edition of the **Abertis Global Challenge** promoted by Abertis and its Foundation. This programme seeks solutions based on satellite and vehicle data that contribute to achieving the **Zero Accidents Vision** on the group's motorway network.

More than **60 start-ups** from **22 countries** participated in the call for proposals, with the winner having the opportunity to develop a pilot project in one of Abertis' international operations.

Beyond Roads Abertis innovation



Innovation from within

At Abertis, we understand that innovation must be integrated, participatory and open. That is why, in 2025, we launched the **Intrapreneurs** programme, Abertis' intrapreneurship programme, which seeks to foster innovation, creativity and entrepreneurial thinking within the group.

This gives employees from across the Group the opportunity to present their ideas, test them with real users and build functional prototypes with the aim of launching a pilot.

Notable solutions

From simulator to real safety

Immersive VR training that integrates safety into daily operations, allowing teams to experience both correct procedures and the consequences of errors, without real risks. This emotional impact strengthens the safety culture through awareness and predictive insight based on performance data.

Toll-by-Voice

Voice-activated toll payment that allows drivers without a TAG to pay instantly via Alexa, Google or Siri. This hands-free solution improves user comfort, reduces revenue loss and improves road safety by minimising distractions and streamlining toll collection.

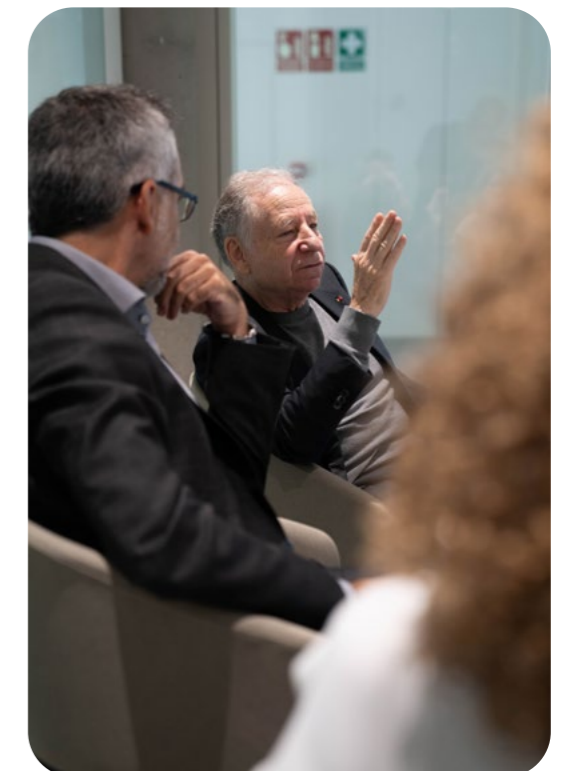


Future Road Lab, Abertis' innovation hub

Abertis' Future Road Lab is a collaborative ideas laboratory located in Barcelona where the foundations of what could be the road of the future are conceived and laid, with a special emphasis on safety and reducing pollution on the roads.

We are making a real impact alongside leaders such as **VW and Google**, enabling the first approved road in Spain for sending real-time alerts to connected VW vehicles and users of the AWAI app.

In addition, we have promoted more than 50 institutional visits with suppliers, administrations and other stakeholders, with a common goal: to open the doors of the company and reinforce our position as a benchmark in innovation.



Abertis Foundation

The Abertis Foundation was created in 1999 to promote sustainable development in the countries where Abertis operates. It is part of our sustainability strategy and promotes initiatives in road safety, the environment, social action and cultural action. It establishes strategic alliances around the world with institutions such as UNICEF and UNESCO. In turn, it promotes international talent by awarding scholarships to more than 700 students through an International Network of Chairs in which 900 researchers and students from 15 different nationalities have participated, with more than 200 award winners throughout the different editions.

We move for a better world

Road safety

Road safety is one of Abertis' top priorities. Through its Foundation, it raises awareness and promotes road safety education to reduce accidents, i.e. the number and severity of accidents. Its priority groups are children and young people, especially those living in countries with high traffic safety risks. The Abertis Foundation maintains its social commitment through its strong partnership with UNICEF since 2017 through specific programmes in Brazil and Mexico.



Cultural action

The Abertis Foundation protects historical and artistic heritage, as well as the cultural values of different countries. Its headquarters are located in Castellet Castle, situated in the Foix Natural Park between Barcelona and Tarragona. It also collaborates with cultural entities such as the Spanish Agency for International Development Cooperation (AECID), which has helped it to transfer works by artists such as Dalí, Miró, Gaudí and Picasso outside Spain to showcase Spanish art beyond its borders.



Social action

To contribute to society, Abertis participates in both national and international agreements, which it channels through its Foundation. It also maintains links with the public administrations of the territories in which it operates, enabling it to react immediately to social or health emergencies. Another way in which it fulfils its social commitment is by launching initiatives in the fields of education and health. In this regard, it is worth highlighting its support for the Princess of Girona Foundation's Muévete por Valencia programme, launched in response to the devastating effects of the DANA in the region. This initiative promotes youth entrepreneurship, offering tools that enable young people to develop and implement their business ideas.



Environmental action

Its headquarters, Castellet Castle, serves as the UNESCO International Centre for Mediterranean Biosphere Reserves (UNESCOMED Centre), an example of private sector leadership in advancing environmental sustainability. This centre promotes collaboration, exchange and knowledge transfer between 72 Mediterranean Biosphere Reserves, generating an impact based on training and the development of projects dedicated to climate change mitigation and adaptation through environmental, economic and social resilience.



Abertis Chairs

The Abertis International Network of Chairs is a hub with a presence in seven countries that complements Abertis' activities with the aim of finding innovative solutions to meet the mobility challenges of the future, thus establishing a strong link between universities and businesses. The Abertis Chairs, the first of which was founded in 2003, make up what is known as the International Network of Abertis Chairs, which decides the winners of the International Abertis Chair Awards. This network, in conjunction with universities, carries out research activities that promote the growth of intellectual capital. It also contributes to making the advances made in its field available to society in general, and to the community of experts in particular, with the aim of improving people's mobility and quality of life.

 abertis

www.abertis.com

 Abertis

foundation
 abertis

www.fundacioabertis.org

 Fundación Abertis

